

**Report of:** Chief Executive

**To:** Executive Board

**Date:** 21<sup>st</sup> August 2006

**Item No:**

**Title of Report :** First Quarter 2006/07 Performance Report



### **Summary and Recommendations**

**Purpose of report:** This report highlights the performance for the first quarter 2006/07 in the areas of specific interest for Executive Board



**Key decision:** No



**Portfolio Holder:** Cllr Stephen Tall

**Scrutiny Responsibility:** Finance

**Board(s) affected:** All

**Report Approved by:** Lindsay Cane and Jeremy Thomas (Legal)  
 Emma Burson (Finance) Councillor Stephen Tall (Portfolio Holder)

**Policy Framework:** Oxford Plan

**Recommendation(s):** Note the report



#### **Background and context**



This report states progress against the Council's Key Performance Indicators (KPI's) and actions in the Oxford Plan. The KPI's for this year were agreed in March and can be seen in Appendix A.



#### **Summary of Performance**



There are 21 KPI's, of these, 6 were not available at the time of collating this report. Further development work is being done to rectify the situation for next quarter.



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Areas where there have been significant improvements are: reducing households in temporary accommodation, processing benefit claims, major planning applications and rent collection

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Performance has declined in benefits (cases calculated correctly), sickness absence and invoice payments.

### **Average time to pay an undisputed invoice**

- 5 The monthly June performance showed the average time to pay an undisputed invoice as 16.56 days, this failed for the first time to not meet the target of 15 days. Although the cumulative performance remains within target, the trend over the 3 months is worsening month by month. In order to reverse this trend it is suggested that a random sample of invoices that exceeded the payment threshold is examined, the contributory factors to the delays identified and procedures reviewed to minimise the risk of further occurrences.

### **Sickness Absence**

- 6 The corporate figure for the first quarter's sickness absence is an average of 2.88 days per employee. This is an increase of 0.14 days from last year's figure of 2.74 days for the same period.
- 7 As part of action to improve sickness absence levels for 06/07, Business Unit Managers are now receiving a detailed breakdown of employees' attendance, which includes any formal action that has been taken under the Sickness Absence Policy. This is in addition to the monthly monitoring reports. Directors are now also receiving copies of these reports. Human Resources will be reviewing the current policy and implementing changes as required.
- 8 Of the 1573 employees who were employed during this period, 1075 did not take any sickness absence (68%).
- 9 Diagnostic Health Solutions, which is a call centre staffed by occupational health nurses, is also part of the 06/07 action to assist in the improvement of our sickness levels. City Works, Revenues & Benefits and those employees that were Oxford Building Solutions are piloting this system for 6 months. Records show that, compared to the same quarter last year, City Works' absence has increased by an average of 0.72 days per employee; Revenues & Benefits has increased by 0.18 days; and Oxford Building Solutions has decreased by an average of 0.72 days.

### **Benefits**

- 10 The average time taken to process a benefit claim (BV78a) is 33.08 days; this is within our year-end target of 33 – 36 days and has made an improvement on the same period last year, which was 39.49 days.
- 11 The number of benefit cases calculated correctly (BV79a) is 92.8% (116 out of 125 cases checked were determined correctly). This is an improvement from the previous quarter (Jan - March), which was 89.6%. However it's beneath last year's overall result of 93.4%, and below the year-end target.

### **Financial**

- 12 *Average number of days from invoice date to collection of debt –*  
Individual results for each of the three months are erratic, reflecting the

different nature of invoices raised periodically (commercial property rents) from one-off items. The cumulative indicator for the period is 17.54 days which is above the target of 15 days and more significantly shows that the Council is taking two days longer to collect sums due than it takes to pay its suppliers.

- 13** *% variance against profiled estimate of General Fund spending* – At the end of May actual spending was within acceptable limits at just over 90% of the profiled estimate, the primary contributory factor being the relatively high proportion of spending that is related to staff. However the robustness of this measure is undermined by the limited extent to which realistic profiles have been determined for significant non-staff costs and a high level of unallocated budgets. These areas will be refined for the indicators from June onwards.
- 14** *% variance against profiled estimate of Housing Revenue Account spending* – The results for April and May fluctuated dramatically. The limited robustness of the profiling and unallocated budgets invalidates the drawing of any firm conclusions. These areas will be refined for the indicators from June onwards.
- 15** *% variance against profiled estimate of capital spending* – Data on capital budgets and spending is held differently within the financial database and the extraction and publication of this indicator is still being developed. It is expected that this will become available from June onwards (with comparative information for April and May).
- 16** *% of cash holdings* – The definition of cash holdings includes short term investments that are readily convertible to cash. Extraction of the relevant data to provide this indicator is under development.
- 17** *Debt (excluding HB overpayments) as % of total expenditure* – The range of debts covered is limited to covered within the financial database and therefore excludes some significant areas, for example council tax arrears. In the light of this the target needs to be reviewed to provide a realistic measure against which actual performance can be monitored.

### **Rent Collection**

- 18** During the first quarter £7,475,750 rent was collected, this is 90.41% of the total amount collectable. This is an improvement on the first quarter last year when 89.42% of rent was collected. Our year-end target for 2006/07 is 99%.

### **Decent Homes**

- 19** The 1st quarter results show 72.07% of our homes to be decent. In the last quarter 280 homes have been brought up to standard. On average this year 63 properties per month become non-decent. Historically we usually have a slow start to the financial year and the results fluctuate on a quarterly basis depending upon the programme within individual

projects. We are therefore confident that we will achieve the year-end target.

### **Reduce the proportion of repairs categorised as emergencies**

- 20** This indicator is based on BVPI 211b (proportion of expenditure on emergency repairs compared with non-urgent repairs). The calculation for reducing the number of repairs categorized as emergencies is based on job costs not job numbers. Oxford City Homes have had to estimate the result based on job numbers as the financial information is not complete.
- 21** Our aim is to reduce the repairs categorized as emergencies to 10% by 2007. Recent initiatives to achieve this include tightening the definition of emergency repairs as it appears in the tenants' handbook along with the re-classification of 'follow on' jobs (previously classified as emergencies). These combined with the recent introduction of the 'Cost Plus' system is expected to have a positive effect on results for this indicator. However, the effects of these actions aren't expected to have any impact until summer 2006 and as a result, the first quarter result of 17% does not show an improvement but is in line with expectation

### **Temporary Accommodation**

- 22** In December 2004, the ODPM set us a target to reduce the number of households in temporary accommodation to 476 by 2010 (a reduction of 50%). In order to achieve this we have worked on a principle of reducing numbers by 100 annually.
- 23** The success of our homelessness prevention work, coupled with the release of substantial numbers of new-build Housing Association properties has led to a faster than expected reduction in the number of households in temporary accommodation. At the beginning of this year (April) we had 861 households in temporary accommodation. The first quarter result of 754 means we have already reached our annual target.
- 24** Whilst the reduction is to be welcomed and will lead to long-term savings, a note of caution needs to be sounded regarding loss of income from empty Private Sector Leased properties, and increased void costs from the Housing Association Leasing Scheme properties. Officers are working to reduce these liabilities by early surrender of leases on both types of property, but outcomes are uncertain at the present time.

### **Affordable Housing Units**

- 25** The Council's Vision seeks to provide more and better housing for all and a target of 150 new affordable housing units per year has been adopted to help guide the Council's work in this area.
- 26** The work programme for this year expects 197 dwelling completions and in the first quarter there were 43 units completed. This includes 30

units from the completion of the first phase of the Eagle Works redevelopment and further units from schemes at Speedwell School and the final phase of the Unipart redevelopment in North Oxford.

- 27 The majority of completions is expected to fall in quarter 3 with handovers on the Temple Cowley School site which is providing a total of 80 units this year and 30 in 2007/08.

### **Recycling**

- 28 The first quarter result shows 21.92% of our household waste is recycled or composted. This is an excellent first quarter result as the final year-end result last year was just over 19%. However we are aware that this indicator is subject to seasonal variances.

- 29 It is expected that the recycling rate will improve once the new scheme comes into implementation. Details on the scheme including methods of collection and additional material sorting went to EB on 17<sup>th</sup> July. The new system will see incremental improvements as more people join the scheme.

### **Street scene**

- 30 This indicator looks at the percentage of our streets that are free from litter. The result is calculated from BV199a (% streets dirty) and is only collected on a four-month basis so results will not be available until August. The definition of this indicator states that the surveying of land should be over 300 sites during three seasonal periods. ENCAMPS (an approved government agency) work in partnership with City Works to over defining the wards / streets that should be accessed. The Strategic Director also attends the Local Area Agreement countywide cleaner greener group who have commission work to do a countywide audit of BV199.

- 31 In addition to the BVPI there is ongoing street scene inspection work carried out regularly across the whole of the City. Supervisors complete a weekly tick sheet on a number of items such as litter, refuse, graffiti potholes etc) and report items to the appropriate officer.

### **Planning applications**

- 32 There has been exceptional performance with major planning applications (BV109a). The first quarter result shows 84% of our Major Planning Applications are determined in 13 weeks, against a target of 60%. We report on this indicator to the ODPM annually (June 2005 – June 2006) so this is a good year-end result due to the hard work and dedication of senior planning officers especially the Majors Team.

### **Planning Appeals**

- 33 Planning appeals in particular was seen as an area for focus as we are below average for BV204. The first quarter result for this BVPI shows 42% of our planning appeals were over turned against a target 37%.

- 34 Because our performance in BV204 was poor last year, Strategic Directors requested a drill down into the results for this year. The first quarter result for Delegated decisions is 33% (local target 33%) and Committee decisions is 50% (local target 45%). However the results for the first quarter are calculated from only 12 cases so therefore percentages need to be treated with caution. For example, the 50% of committee decisions overturned was calculated from 3 out of 6 cases being refused by committee and subsequently overturned, whereas for delegated decisions 6 cases were appealed and 2 subsequently overturned. Compared to previous years committee decisions are marginally above target and the current heightened awareness of the importance of this matter should be maintained.

#### **Leisure visits**

- 35 The first quarter result of 1694 attendances per 1000 population equates to 245,733 actual attendances. This is above the first quarters target (1648 per 1000 population) and higher than the same period last year. Hinksey has shown a 33% increase in attendances on the previous years figures, primarily due to the good weather and overall children's swimming has increased by over 50%.
- 36 Attendance is typically higher in the summer months, especially at Hinksey if the weather remains as good. There is a promotional drive for the second quarter including advertising for families (Primary Times, Leys News, Council Websites, local Schools etc)

#### **Progress against the Oxford Plan**

- 37 Of the 161 actions in the Oxford Plan Monitoring Framework, 22 have specific milestones for the first quarter.
- 38 13 of the 22 have been incorporated into the CorVu framework and can be reported in exactly the same way as the KPI monitoring. Progress against these actions is shown in appendix B
- 39 However, 9 actions and milestones in the Oxford Plan Monitoring Framework do not currently lend themselves to monitoring through CorVu. For example, where the stated objective/milestone is either process rather than outcome based or is not very specific, further work is needed to develop more robust objectives and milestones before they are incorporated into the CorVu framework. This work is underway and will be completed for all such objectives and milestones in time for the second quarter monitoring report. For all these 9 measures the first quarter milestones have been met.

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## Appendix A: 1<sup>st</sup> Quarter 2006/07 Performance Indicator Monitoring

Green = Above target, getting better    Amber = Not on target but getting better    Red = Not on target and getting worse

BVPI	Polarity (Preferred direction)	1 <sup>st</sup> Qtr Result	Target	On Target?	Current Performance
Average number of days to pay an undisputed bill	Low	14 days	30 days	✓	Green
BV012 Sickness absence	Low	2.88 days	11.0 days	✗	Red
BV078a average time for processing claims	Low	33.08 days	36 days	✓	Green
BV079a % cases calculation of benefit correct	High	92.8%	96%	✗	Red
% variance against the profiled estimate of capital spend	N/a	Not available	5% (tolerance between 5-10%)	Not available	Not available
% variance against the profiled estimate of general fund net revenue spend	N/a	Not available	2% (tolerance between 2-4%)	Not available	Not available
% variance against the profiled estimate of HRA net revenue spend	N/a	Not available	2% (tolerance between 2-4%)	Not available	Not available
Average number of days taken to collect a debt	Low	17.54 days	15 days	✗	Amber
Cash holdings as a % of gross spending	High	Not available	25%	Not available	Not available
Debt as a % of total expenditure	Low	Not available	5% (tolerance between 5-10%)	Not available	Not available
BV066a % housing rent collected	High	90.41%	99%	✓	Green
% homes decent	High	72.07%	77% by April 2007	✓	Green
Number of households in temporary accommodation	Low	754	Reduce by 100 annually (761 by April )	✓	Green
Reduce the proportion of repairs categorised as emergencies	Low	17%	Reduce to 10% by April 2007	✗	Amber
Number of affordable Housing Units	High	43	150	✓	Green
BV0082 a + b % household waste recycled, waste composted	High	21.92%	20%	✓	Green
BV109a % major planning applications determined in 13 wks	High	84%	60%	✓	Green
% streets free from litter	High	Note available	80%	Not available	Not available
% planning appeals on delegated decision	Low	33%	33%	✓	Green
% planning appeals on committee decision	Low	50%	45%	✗	Amber
Visits to sports / leisure centres per 1000 population	High	1694	6736 visits per 1,000 (1 <sup>st</sup> Qtr target 1684)	✓	Green

# Oxford Plan Monitoring

1<sup>st</sup> Quarter, 2006/07

Priority Aim	Objective	Measure	Last Updated	On Target?	Target	Trend	Result	Performance
<b>Strategic Priority : Reduce inequality through social inclusion</b>								
Tackle and reduce homelessness	Maintain low numbers of rough sleepers through effective delivery of ODPM plan	BV202 The number of people sleeping rough	Jun-2006	✘	8 People	↓↓↓	20 People	Red
Increase access to swimming for young people	Make swimming free for all Oxford's under 18's	Has Under 18 free swimming scheme been implemented	Jun-2006	✔	Yes	↔	Yes	Green
Progress through the Equalities Standards	Implement the Disability Equality Scheme action plan	Number of reviews of Disability Equality Scheme at Equalities Steering Group	Jun-2006	✔	3 reviews	↑↑	3 reviews	Green
		BV156 % council buildings with facilities for people with disabilities	Jun-2006	✘	81%	↑↑	78.00%	Amber
<b>Strategic Priority : More housing for Oxford, better housing for all</b>								
Improve the performance of our Housing Service for our Tenants	Expand the repairs contact centre to serve as first point of contact for all housing queries.	Have staff been transferred to a fully operational contact centre	Jun-2006	✔	Yes	↔	Yes	Green



Priority Aim	Objective	Measure	Last Updated	On Target?	Target	Trend	Result	Performance
<b>Strategic Priority : Improving Oxford's environment, economy and quality of life</b>								
Keep Oxford clean and safe	Respond promptly to hazzardous/offensive incidents	% reportedly dangerous vehicles visited within 24 hours of report	Jun-2006	✓	96%	↔	100.00%	Green
		% incidents of graffiti removed within 7 days of being reported	Jun-2006	✓	100%	↔	100.00%	Green
		% fly posting incidents removed within 7 days of being reported	Jun-2006	✗	100%	↑↑	99.28%	Red
	Encourage environmentally responsible communities	Number of schools visited	Jun-2006	✓	3 schools	↑↑	6 schools	Green
	Introduce a uniformed park ranger service to improve safety and security	Has a park ranger service been introduced	Jun-2006	✓	Yes	↔	Yes	Green
Sustain Oxford's economic status and success	Achieve national targets within Planning	BV109a % major planning applications determined in 13 weeks	Jun-2006	✓	60%	↓↓	84.00%	Green
<b>Strategic Priority : Ensure more efficient and improved services</b>								
Improve Planning performance	Improve our success in planning appeals	% Delegated planning appeals that were successful	Jun-2006	✓	33%	↑↑	33.00%	Green
		% Committee planning appeals successful	Jun-2006	✗	45%	↓↓	50.00%	Amber