

**Report of:** Head of Policy, Performance & Communications

**To:** Executive Board

**Date:** 17th March 2007

**Item No:**

**Title of Report :** 3rd Quarter 2007/08 Performance Report

**Summary and Recommendations**

**Purpose of report:** This report highlights the performance for the third quarter (October – December) 2007/08 in the areas of specific interest for Executive Board

**Key decision:** No

**Portfolio Holder:** Cllr John Goddard

**Scrutiny Responsibility:** Finance

**Board(s) affected:** All

**Report Approved by:** Lindsay Cane (Legal)  
Sarah Fogden (Finance)

**Policy Framework:** Oxford Plan

**Recommendation(s):**

1. Note the report
2. Note the comments of the Finance Scrutiny Committee
3. Respond to the comments of the Environment Scrutiny Committee

### **Background and context**

- 1 This report outlines the 3rd quarter performance indicator results. Appendix A lists Director comments on all indicators that are not on target. Appendix B lists the results alongside year-end quartile positions, year-end targets and annual trend. Results are colour coded in accordance to the attainability of their year-end target (on target, within tolerance or intervention / explanation required).

### **3rd Quarter Performance Indicators (PI's)**

#### **Improvements**

Compared to the same time last year, 28 (55%) indicators demonstrated improvement including;

- The time taken to process new benefits applications (BV78a) is 22.90 days. This is within target and an improvement from 29.97 days this time last year.

- The time taken to process changes in circumstances (BV78b) is now 14.37 days. This is within target and an improvement from the 19.08 days this time last year.
- 97.60% of benefits cases were calculated correctly (BV79a). This is within target and an improvement from 93.60% this time last year.
- Collection of the 2007/08 Council Tax debit (BV09) remains up on last year. The collection rate at the end of December was 84.20% as opposed to 83.30% this time last year.
- The continued success of the homelessness prevention activities has reduced the number of Households in temporary accommodation (KPI09). There are now 536 households in temporary accommodation in the city, as opposed to 717 this time last year.
- 81.22% of our homes met the Decent Homes Standard (KPI 13) at the end of quarter 3. During the quarter 145 homes were made decent, bringing the overall total number of decent homes to 6,366. We are confident that the year end target of 82.42% will be achieved
- The year to date result for combined recycling and composting (KPI 11) is 36.28%, which is 12,987 tonnes of household waste. This is an improvement from this time last year where we recycled or composted 23.61% (8,450 tonnes) of total domestic waste.

### 3 Progress against Key Performance Indicators

#### City Regeneration

Major planning applications **close to target**  
 % Delegated planning appeals successful **close to target**  
 % Committee appeals successful **✗ not on target**  
 Number of affordable housing units **✓ on target**  
 Households in temporary accommodation **✓ on target**  
 Score against checklist for Environmental Health **close to target**

#### City Services

% Waste recycled and composted **close to target**  
 % Streets clean **close to target**  
 % Rent collected **✓ on target**  
 Average re-let time **✓ on target**  
 % Homes decent **✓ on target**  
 Time to process benefit claims **✓ on target**  
 Time to process benefits change of circumstances **✓ on target**  
 % Benefits calculated correctly **✓ on target**  
 Benefit overpayments recovered **✓ on target**  
 % Council tax collected **✓ on target**

#### Corporate Services

Sickness absence **✗ not on target,**  
 Top 5% of earners who are women **✗ not on target,**  
 Top 5% of earners from BME communities **✗ not on target,**  
 Top 5% of earners with disabilities **✗ not on target,**  
 % Variance against projected year end (general fund) **result not yet known**  
 % Variance against projected year end (HRA) **result not yet known**

BV2a Equalities Standard **✗ not on target,**

4 **BVPI that show decline and /or are not on target**

Compared to the same time last year, 23 (45%) PI's demonstrated a decline in performance. 14 (27%) indicators are not on target.

- 5 Explanations from Heads of Service on performance decline or anticipate target may not be met.

City Regeneration

- 6 During the year there have been a very low proportion of straightforward major planning applications to process (BV109a) e.g. small proposals on large sites like at BMW. We have had a high number of large majors, with involved negotiations/amendments, complicated legal agreements and unfavourable committee timetables, together with clearance of a number of old cases with pending legal agreements, giving a 3rd quarter performance of 63%. Based on the actual live cases, annual majors performance is likely to drop further in the fourth quarter, before it starts rising again.

- 7 The overall result for percentage of planning appeals that were successful (BV204) is at 43%. Quarterly performance varies considerably (between 11% and 56% over the last three years), depending on the type of cases that are determined in each period. However in Q1 of this year 73% of the decided appeals were allowed, with 43% and 26% in Q2 and Q3 respectively. Q1 performance has therefore skewed overall appeal performance, which has since returned to more normal levels.

- 8 In the 3<sup>rd</sup> quarter 30% of delegated planning appeals (KPI10a) were successful, this does not meet the rather low stretched target of 20%, but is still better than the current national average of 35%. Performance for committee decisions (KPI10b) was 62%, which is considerably below the ambitious target of 35%. Committee cases are usually more contentious and that where committee refusals are contrary to officers' recommendation, there is a much higher likelihood of appeals been allowed (72% for the first three quarters). A detailed report is being prepared on appeal performance.

- 9 This quarter there have been 6 completions of affordable housing units (KPI 08) from the handover of Boundary Brook Rd, making a total of 44 units this year. It is anticipated that the majority of completions for 2007/08 will be in the 4th quarter. The expected total number of completions is 109. This is below the target of 150.

City Services

- 10 Benefit overpayments recovered (BV79b(i)) is very close to year-end target but it is possible that we may just miss it. Last year we finished on 86.98%. At the end of Dec'07 we were on 83.08% (86.68% at this time last year). We will improve if the value of overpayments recovered, exceeds the value of new overpayments raised. This is possible because collection of arrears count in the recovered total. Thus in some individual months we collect over 100%, which

improve the overall indicator, this is what happened in August, September and December this year.

- 11 The year to date result for combined household waste recycled or composted (BV82a+b) is 36.28, this is an improvement on last year (23.61%). We are likely to hit our target for composting (BV82b). However the target of recycling (BV82a) which is 27.32% will be much harder to hit. We are currently at 24.10%. The issues arising from houses of multiple occupancy, which we are actively tackling at this time, and the flooding earlier this year have impacted upon the performance of this unit in meeting this target.

### Corporate Services

BV2a level of equalities standard

- 12 The committee received a detailed report outlining progress and issues on 17th January. In January the work on consultation commenced. During the consultation period the Equalities Board have been overseeing the process of ensuring we undertake the mandatory or logical actions, which flow from our duties. This includes addressing the issues below.
- 13 Our employees need training in order to be able to assess our policies and functions for their potential impact on equalities and to be able to conduct full equalities impact assessments. We will procure some external training as the resource does not exist in-house to do this.
- 14 Following this we need to be able to assess our policies and functions and prioritise these into a timetable for conducting equalities impact assessments. Such a three-year timetable will be published as part of our final policies, the priorities for which will be influenced by the consultation results.
- 15 We need to scope out the other actions required to meet our specific duties under the equalities legislation. These include duties to monitor our employment practices and publish them annually. Timetabled actions to ensure we meet these duties will form part of our final equalities policies. An equalities template has been produced for inclusion into the service plan. The template will enable service managers to priorities equalities issues for their service. The priorities from the managers will be collated and integrated into service level plans and action plans.
- 16 Sickness absence (BV12)  
The year to date result is 8.33 days. This is unlikely to meet the year-end target. Long term sickness absence accounts for 48% of the number of days lost. But this is being taken by only 9% of the number of employees who have been sick.
- 17 The Sickness Absence Policy is under review and out for consultation. There has been a dedicated HR Administrator who has chased line managers to comply with the current policy procedures. This means that there has been more accurate reporting. Directors receive monthly reports for them to discuss with Managers. The new absence policy - Attendance Management Policy and Procedures, will be a tool to tackle short term absence. Guidance is currently being written for earlier referral to therapy/counselling with a view to implementing this early in the next financial year. It is anticipated that this will

reduce longer term absence, however the Health and Safety Advisor is drafting an action plan to address longer term absence.

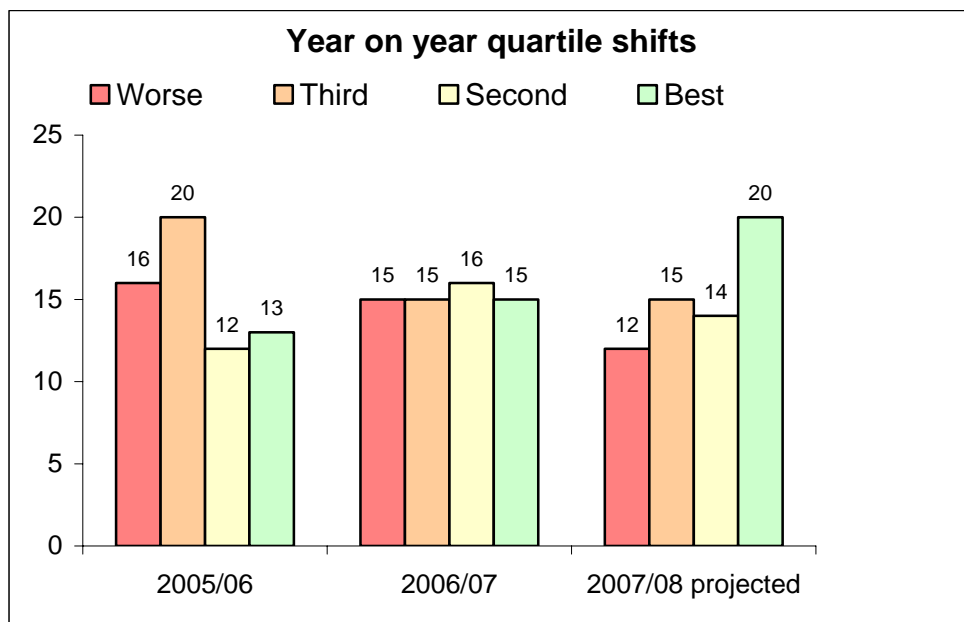
18 Human Resources indicators

There is 63.34 the full time equivalent to make the top 5% of earners. 27% (17.34 fte) are women. 1.48% (1 employee) has declared a disability. The management restructure has had a significant impact on this performance indicator - as has the establishment controls since January 2007.

19 Of 1484 employees, 67 have declared a disability (BV16a) and 93 are from an ethnic minority group (BV17a). The establishment controls may have an impact on this. The Council is currently sourcing external trainers with a view to implementing a suite of Equality/Diversity training. Phase one covers the Equality Impact Assessment. There will be two types of Diversity training - a generic course - this will be aimed at first time/refresher training across the council. The second type will be specialist requirements - aimed at senior management and those who are responsible for recruitment and policy.

**Quartile movements**

20 The table below shows quartile movements over the previous two years along with projected quartile figures for 2007/08. The quartiles figures used are for the financial year 2006/7.



21 The quartile movements are pleasing. The graph demonstrates we are progressing and moving more indicators out of the worst and into the best quartile. We are confident with our profiling and have taken into account seasonal / systemic variations.

**Scrutiny comments**

22 Finance Scrutiny Committee received this report on 28th February 2008 and resolved to:  
 (1) note the report;

(2) record the Committee's appreciation to staff for the improvements in performance.

23 Environment Scrutiny received a third quarter performance report on 18<sup>th</sup> February 2008 and made the following recommendations to the Executive Board:

1) The Environment Scrutiny Committee is disappointed that the target for combined recycling has been adjusted from 45% by 2008 (as set out in the Oxford Plan 2007 – 2010) to 38% by 31<sup>st</sup> March 2008.

2) Targets should be set for performance indicators that move the council out of the bottom quartile when compared to other local authorities.

#### 24. **Recommendations**

- Note the report
- Note the comments of the Finance Scrutiny Committee
- Respond to the comments of the Environment Scrutiny Committee

#### **Name and contact details of author:**

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Background papers: None



## Appendix A

### Finance Scrutiny Quarter 3 Summary for 2007/08 (City Regeneration)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
<b>Reduce inequality through social inclusion</b>					
Develop cohesive communities and support cultural diversity.	BV002b(**) The duty to promote race equality checklist score	56.00%	Worse	Worst	84.21%
	BV156 % Council buildings with facilities for and accessible to people with disabilities	86.00%	Better	Best	93.00%
<b>Be an effective and responsive organisation, providing value for money services</b>					
Improve the quality and accessibility of our services and improve customer satisfaction.	BV166a//KPI23(**) Score against checklist for Environmental Health	Work in progress	n/a		86.00%
Deliver services that are good value for money.	BV204(**) % planning of appeals that were successful	43.00%	Worse	Worst	30.00%
	KPI10a - % delegated planning appeals that were successful	30.00%	Worse	Not Applicable	20.00%
	KPI10b - % Committee planning appeals that were successful	62.00%	Worse	Not Applicable	35.00%
<b>More housing for Oxford, better housing for all</b>					
Increase the quantity and quality of social and affordable housing.	BV183b(**) The average length of stay in hostel type shared facility accommodation in weeks	12.72 Weeks	Worse	Third	10 Weeks
	[LAA TARGET] KPI08 - Number of new affordable housing units completed since 01-Apr-2006	44 Units	Worse	Not Applicable	150 Units
Tackle and reduce homelessness.	BV202 The number of people sleeping rough on a single night within the area of the local authority	10 Rough sleepers	Better	Worst	8 Rough sleepers
	BV213 Number of potential homelessness cases prevented per 1,000 of population	5 Cases per 1000 Households.	n/a	Best	8.50 Cases per 1000 Households.
	KPI09 - Number of households in temporary accommodation	536 Households	Better	Not Applicable	542 Households
<b>Improve the local environment, economy and quality of life</b>					
Seek to sustain the city's economic and cultural status and success.	BV109a/KPI21(**) % major planning applications determined in 13 weeks	63.00%	Worse	Worst	75.00%
	BV109b(**) % minor planning applications determined in 8 weeks	80.00%	Worse	Second	80.00%

(\*\*) - Deontes that indicator is included in the Audit Commission's 'Direction of Travel' or 'CPA Re-classification' tools

Satisfaction BVPIs feature 3 yearly targets that were set in 2006/07

Colour Coding (based on profiled targets):

Red - intervention/explanation required

Amber - within tolerance

Green - on or ahead of target

No colour - not updated or no target set

**Finance Scrutiny Quarter 3 Summary for 2007/08**  
(City Regeneration)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
	BV109c(**) % all planning applications determined in 8 weeks	88.00%	Better	Third	85.00%
	BV170b Visits/usage in person per 1000 population	291 Visits	Better	Second	368 Visits
	BV170c School pupil visits to museum	3149 Visits	Better	Second	4000 Visits

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**Finance Scrutiny Quarter 3 Summary for 2007/08**  
(City Services)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
<b>Reduce inequality through social inclusion</b>					
Ensure that the economic success of the city is shared by all sections of the community.	BV078a/KPI18a (**) average time for processing claims in days	22.90 Days	Better	Best	24.00 Days
	BV078b/KPI18b (**) average time to process of change of circumstances in days	14.37 Days	Better	Third	15.00 Days
Work with partner organisations to promote health and social welfare, and to reduce fuel poverty.	BV066b % tenants with more than 7 weeks rent arrears	7.96%	Better	Worst	8.00%
	BV066c % tenants in arrears who have Notices Seeking Possession	10.18%	Worse	Best	12.00%
	BV066d % of tenants evicted as a result of rent arrears	0.15%	Worse	Second	0.26%
<b>Be an effective and responsive organisation, providing value for money services</b>					
Deliver services that are good value for money.	BV009/KPI16(**) collection rates within year for Council Tax	84.20%	Better	Third	97.00%
	BV010(**) collection rates within year for NNDR	89.54%	Better	Best	99.20%
	BV066a/KPI22 % housing rent collected	95.55%	Worse	Third	97.10%
	BV076b number of fraud investigators/1000 caseload	0.30 per 1000 Cases	Worse	Not Published	0.37 per 1000 Cases
	BV076c(**) number of fraud investigations/1000 caseload	65.45 per 1000 Cases	Worse	Not Published	108.00 per 1000 Cases
	BV076d number of prosecutions & sanctions/1000 caseload	4.15 per 1000 Cases	Better	Not Published	5.20 per 1000 Cases
	BV079a/KPI19a(**) % cases where calculation of benefit was correct	97.60%	Better	Third	96.00%
	BV079b(i)/KPI19b (**) % this year's overpayments recovered	83.08%	Worse	Best	87.00%
	BV079b(ii) (**) % this year's & all previous years' overpayments recovered	28.58%	Worse	Second	45.00%
BV079b(iii) (**) % this year's & all previous years' overpayments written off	4.23%	Worse	Not Published	6.00%	
<b>Tackle climate change and promote environmental resource management</b>					
Promote alternative energy sources and maximise fuel efficiency across the Council and the city.	BV063(**) Average SAP rating for LA owned dwelling	Work in progress	n/a		70/120
Increase recycling rates to 45% by	BV082a (i) (**) % of household waste recycled	24.10%	Better	Best	27.32%

(\*\*) - Deontes that indicator is included in the Audit Commission's 'Direction of Travel' or 'CPA Re-classification' tools

Satisfaction BVPIs feature 3 yearly targets that were set in 2006/07

Colour Coding (based on profiled targets):  
 Red - intervention/explanation required  
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**Finance Scrutiny Quarter 3 Summary for 2007/08**  
(City Services)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
2008 with a long-term goal of zero waste.	BV082a (ii) Tonnage of household waste recycled	8628 tonnes	Better	Second	12392 tonnes
	BV082b (i) (**) % of waste composted	12.18%	Better	Second	10.82%
	BV082b (ii) Tonnage of household waste composted	4359 tonnes	Better	Third	4910 tonnes
	BV084a(**) Kilograms of household waste collected per head	240 kg	Worse	Best	318 kg
	BV084b Household waste collection (% change from previous year)	0.01%	Worse	Second	-0.20%
	KPI11 - % domestic waste recycled or composted	36.28%	Better	Not Applicable	38.14%
<b>More housing for Oxford, better housing for all</b>					
Increase the quantity and quality of social and affordable housing.	BV184b(**) % change in the proportion of non-decent LA homes so far this financial year	16.46%	Better	Second	21.80%
	BV212/KPI24 Average relet time for Council houses in days (Excluding time taken for major works)	18.81 Days	Better	Best	28.00 Days
	KPI13 - % Housing stock meeting the decent homes standard	81.22%	Better	Not Applicable	82.42%
<b>Improve the local environment, economy and quality of life</b>					
Keep our streets and neighbourhoods clean and tidy.	BV199a(**) % land with unacceptable levels of litter	14.00%	Equal	Third	13.00%
	BV199b % land with unacceptable levels of graffiti	2.50%	Better	Third	4.00%
	BV199c % land with unacceptable levels of fly-posting	2.50%	Better	Worst	3.00%
	BV218a % vehicles reported as abandoned investigated within 24 hours	99.13%	Worse	Best	99.50%
	BV218b % abandoned vehicles removed within 24 hours	Work in progress	n/a		94.00%
	KPI12 - % streets free from litter	86.00%	Equal	Not Applicable	87.00%

(\*\*) - Deontes that indicator is included in the Audit Commission's 'Direction of Travel' or 'CPA Re-classification' tools

Satisfaction BVPIs feature 3 yearly targets that were set in 2006/07

Colour Coding (based on profiled targets):

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**Finance Scrutiny Quarter 3 Summary for 2007/08**  
(Corporate Services)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
<b>Reduce inequality through social inclusion</b>					
Ensure that the economic success of the city is shared by all sections of the community.	BV011a/KPI20a(**) % top 5 earners that are women	27.38%	Worse	Third	28.00%
	BV011b/KPI20b(**) % top 5 earners from BME communities	0.00%	Equal	Third	2.00%
	BV011c/KPI20c(**) % of top 5 earners that have a disability	1.58%	Worse	Third	3.00%
	BV016a(**) % employees declaring DDA	4.50%	Worse	Best	5.50%
	BV017a(**) % employees from BME Communities	6.27%	Worse	Best	8.00%
<b>Be an effective and responsive organisation, providing value for money services</b>					
Deliver services that are good value for money.	BV008(**) % undisputed invoices paid within 30 days	96.96%	Better	Second	96.50%
	BV012/KPI17 Average time (in days) per employee lost due to sickness	8.33 Days	Worse	Worst	10.50 Days
	BV014 % Staff retiring early	Work in progress	n/a		2.00%
	BV015 % Staff retiring on the grounds of ill health	Work in progress	n/a		0.15%
	KPI02 - % variance forecast against the full year budget for general fund net revenue spend	Work in progress	n/a	Not Applicable	0.00%
	KPI03 - total variance forecast (at surplus/deficit level) as a % of the full year expenditure budget for HRA revenue spend	Work in progress	n/a	Not Applicable	0.00%

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Satisfaction BVPIs feature 3 yearly targets that were set in 2006/07

**Colour Coding (based on profiled targets):**  
 Red - intervention/explanation required  
 Amber - within tolerance  
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 No colour - not updated or no target set