

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Northstowe and New Communities Portfolio  
Holder Meeting

23 June 2011

**AUTHOR/S:** Executive Director Operational Services/Corporate Manager Planning and  
New Communities

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### PERFORMANCE MEASURES 2011/12

#### Purpose

1. To present proposed performance measures for the Northstowe and New Communities Portfolio for 2011/12
2. This is not a key decision and has been brought to the Portfolio Holder because it sets out a set of measures proposed to monitor the performance of services reporting to the Northstowe and New Communities Portfolio Holder. It should be noted that the proposals within this report might influence future amendments to policy frameworks. It was first published in the June 2011 Forward Plan.

#### Recommendations

3. That the Northstowe and New Communities Portfolio Holder agree the set of performance measures in paragraphs 8 - 12.

#### Reasons for Recommendations

4. The performance measures contained in paragraphs 8 - 12 reflect the outcome of a review of performance measures led by the Corporate Manager, and include priorities from the Service Plan and Corporate Plan.

#### Background

5. Performance reports are presented to Portfolio Holder meetings every three months. The re-organisation of portfolio responsibilities combined with proposals to introduce a balanced scorecard approach towards performance management has informed this report. The balanced scorecard is being developed by the Customer and Community Services service.
6. 'Performance Management is used by officers and councillors to drive continuous improvement and increase efficiency. Performance management is also used to ensure policy decisions are being implemented and that customers are receiving the standard of service they expect at a cost that represents good value for money. More specifically, performance management is about effective management, ensuring priorities and targets are met for the benefit of the community.' (SCDC Performance Management Manual July 2010)

#### Considerations

7. It is proposed that the quarterly performance reports provide information in three categories:

- (a) A set of targets that measure the effectiveness of the service, that will be entered onto Corvu the Council's performance management IT system. These measures are expected to form the basis of a balanced scorecard. For Northstowe and New Communities, the proposed measures are Customer Satisfaction and the determination of major planning applications.
  - (b) Information regarding levels of activity, against targets where possible, such as amount of external funding secured as match funding for the capital grants programme and supply of ready to develop housing sites.
  - (c) Monitoring implementation of the New Communities Service Plan, including relevant priorities from the Corporate Plan.
8. The proposed targets regarding the effectiveness Northstowe and New Communities for entry into Corvu are:
- a) 75% Customer Satisfaction. Revised standard questionnaire to be produced and introduced in Autumn 2011, so that comprehensive data will be reported for Quarter 3. This is considered to be the key overarching Performance Indicator.
  - b) 60% large-scale major planning applications processed in 16 weeks. This matches the national target.
  - c) 60% small-scale major planning applications processed in 13 weeks. As above, this matches the national target.
9. It is proposed that information be provided on a quarterly or annually basis regarding the following activities that relate to the Northstowe and New Communities portfolio:
- a) Amount of external match funding secured for the Capital Grants programme (Annual)
  - b) % New homes completed on previously developed land (Annual)
  - c) Additional homes provided (reported annually in September)
  - d) Affordable homes provided (Annual)
  - e) % of schemes of over 10 homes that meet Building for Life standards
  - f) Supply of ready to develop housing sites, that is, five year supply (Annual)
  - g) Number of participants in sports and arts activities (Quarterly)
10. Measures in the Service Plan that relate to the Northstowe and New Communities portfolio are shown below. Clear targets will be developed, where appropriate, for the performance reports. It is also expected that these service improvements will support the overarching measure of increased customer satisfaction.
- (a) Review performance indicators across Planning and New Communities, and improve benchmarking – cross service action.
  - (b) Review content of web pages – cross service action.
  - (c) Review how we engage with Children and Young People, and deliver actions set out in the Children and Young Persons Plan.
  - (d) Revise s106 requirements for Northstowe
  - (e) Identify forthcoming major applications and work with parish councils to identify community requirements including Orchard Park 220 – cross service action.

- (f) Review New Communities grants as part of wider corporate review of grants, and consider opportunities for volunteering and social enterprise.
- (g) Make Public Consultation documents simpler and more direct
- (h) Produce new Local Development Framework and Gypsy and Traveller DPD – in accordance with agreed timetable
- (i) Work with County Council, Joint Promoters and other stakeholders to deliver Northstowe
- (j) Bring forward major growth sites and other major applications to meet housing need and deliver New Homes Bonus.
- (k) Support Parish Councils and neighbourhoods to take advantage of measures in the Localism Act (when it become law)
- (l) Ensure SCDC secures maximum benefit from the Department for Transport A14 study.

11. The Corporate Plan includes the following actions for the Northstowe and New Communities Portfolio:

**Action B1** We will ensure appropriate design of new developments and open spaces to enhance the quality of life for older people through our planning guidance.

**Action B2** We will encourage the development of existing, and the creation of new, sporting opportunities for all age groups:

- i) Maximising developer contributions towards new sporting facilities to serve developments of over ten dwellings
- ii) Working with dual-use sports centres, local clubs and partners to increase participation and signpost opportunities for funding
- iii) Working with partners to run specific events as part of the build-up to London 2012 and prepare to take advantage of the Olympic legacy for participation and economic development
- iv) Continuing to work with statutory and voluntary health and community partners to increase participation in sport and recreation

12. The performance report will include monitoring information regarding complaints and service enquiries.

13. Information on financial performance will be presented separately to Portfolio Holder meetings on a quarterly basis.

14. It is intended that, during the year, further work will be undertaken to identify performance measures that are more outcome-related and qualitative. There will also be work on benchmarking so that we can compare our effectiveness and value for money with other similar authorities. In addition, corporately there will be a review of Customer Service Standards. It is expected that revised and updated measures will be introduced for 2012/13.

### Implications

15. Performance management and reporting has helps to drive continual service improvement.

16.	Financial	No direct implications
	Legal	No direct implications
	Staffing	No direct implications

Risk Management	Risks associated with poor performance are included and managed through the Planning and New Communities Risk Register.
Equality and Diversity	No direct implications.
Equality Impact Assessment completed	No EIA's are completed for specific actions and policies.
Climate Change	No direct implications

### **Consultations**

17. Managers across Planning and New Communities, and from Policy and Performance.

### **Consultation with Children and Young People**

18. None

### **Effect on Strategic Aims**

19. The performance reports will include information regarding delivery of agreed corporate actions for 2011/12.

### **Conclusions / Summary**

20. The proposed measures and activities will be regularly monitored and reports presented quarterly. This information will provide a fair and comprehensive account of progress achieved by New Communities and Planning Policy during the year.

**Background Papers:** the following background papers were used in the preparation of this report:

New Communities Performance Report: End of Fourth Quarter 2010/11 presented to New Communities Portfolio Holder on 19 May 2011

SCDC Performance Management Manual – July 2010

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