

Executive

PERFORMANCE MANAGEMENT FRAMEWORK 2008/2009 END OF YEAR PERFORMANCE AND FINANCE REPORT

15 June 2009

Report of THE CHIEF EXECUTIVE, STRATEGIC DIRECTOR OF CUSTOMER SERVICE AND RESOURCES AND HEAD OF IMPROVEMENT

PURPOSE OF REPORT

This report covers the Council's performance in 2008/09 as measured through the Corporate Scorecard and summarises the Council's provisional Revenue and Capital performance for the financial year 2008/09.

This report is public

Recommendations

The Executive is recommended:

- 1) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 86% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 96% of the performance targets in the Corporate Plan.
- 2) To note that, despite tougher performance targets, the Council met 89% of the targets in the Corporate Improvement Plan, compared to 79% in 2007/08, and made satisfactory progress on another 9%.
- 3) To confirm that the responses to the issues raised in the last quarterly report are satisfactory (section 2.1) or to request any further information or action.
- 4) To note the many achievements referred to in paragraph 1.3 and agree officers report in the first quarter report performance report for 2009/10 on the issues shown in paragraph 1.4, where performance did not meet the required target.

- 5) To note the provisional revenue out-turn position for 2008/09 detailed in Appendix 9a.
- 6) To agree the carry forward revenue budgets which have slipped in 08/09 to be carried forward into the 2009/10 revenue budget as set out in Appendix 9b.
- 7) To note the continued improvement in accuracy and reliability that the Council has made in projecting the year end position through the embedding of the Corporate Dashboard.
- 8) To note the provisional capital out-turn position for 2008/09 detailed in Appendix 9c.
- 9) To agree the carry forward balances on capital schemes which have slipped in 08/09 to be carried forward into the 2009/10 capital programme as set out in Appendix 9d.

Executive Summary

Introduction

- 1.1 This is a report of the Council's performance in 2008/09 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 Community Plan, the Corporate Plan promises, National Indicators, Best Value Performance Indicators, finance targets, human resource targets, and customer satisfaction targets. More detailed supporting information is attached showing the performance on delivering all the Corporate Plan, the performance against each of the National Indicators and Best Value Performance Indicators, and the delivery of the Corporate Improvement Plan, the strategic service projects and the revenue growth bids agreed for 2008/09. 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%. This is a tougher regime than previous years when Green was 100% but Amber only 75% and Red performance below that. This is a clear demonstration of our commitment to use performance management to drive continuous improvement across the organisation.
- 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 In the report we ask the Executive to note the significant progress made in delivering the Council's objectives. Of particular note was the prompt response made to impact of the economic recession on the public, the demands for Council services and the impact on the Council's finances.

We have continued to meet challenging performance targets and embedded a culture of continuous improvement:

- The Council has met or made satisfactory progress on 86% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 96% of the performance targets in the Corporate Plan.
- The Council met 89% of the targets in the Corporate Improvement Plan, compared to 79% in 2007/08, and made satisfactory progress on another 9%.

Our improving performance has received external recognition:

- We were awarded Excellent status under the Comprehensive Performance Assessment (previously good) and became the joint fifth best performing district council in the country out of two hundred and thirty eight.
- We have improved our score (the scale is one to four) under the national Use of Resources inspection regime for Financial Reporting from two to three and for Value for Money from two to three. At the same time the Audit Commission recognised our combined annual report of finance and performance as an example of notable practice.
- During the year the Audit Commission released national comparative figures for performance against Best Value Performance indicators for 2007/08. This shows we achieved 74% of BVPIs in the top half of performance nationally compared with 68% in 2006/07.

We continue to improve the performance of the Council against each of our four strategic priorities and have much success to celebrate:

Cherwell: A District of Opportunity

- We have extended our economic development work to cover improved signposting of redundancy support and training opportunities. We led and funded the successful launch of a “Job Club” in Banbury and started planning for a Jobs Club in Bicester. We have started work on improving the training offer in the district by holding a local skills Summit and working closely with wider partnerships acting on this issue.
- 817 new jobs were created in the year, although this was exceeded by the number known to have been lost in the period, which amounted to 1195.
- 428 new homes were completed against a target of 400.
- The Council has sustained an increased programme of Disability Facility Grant Projects for the year using all the capital funding allocated by Government and Council. As a result an additional award of Government top up funding of £35,000 was received. The overall programme was £910,000 and there were 140 completions.
- During the year the number of households living in temporary accommodation fell to under 100 for the first time. This has now been reduced to 63 families against a target of 96.
- Delivered 122 affordable homes against a target of 100.
- Provided additional resources for the Benefits Services in response to the significant increase in the number of new claims.
- Adopted a new Rural Strategy.

A Cleaner, Greener Cherwell

- The investment in additional waste bins was completed with the installation of the final batch in January. Also the new street cleansing vehicles arrived in November which will improve cleansing standards and operational efficiency.
- The Street Cleansing Service is now operating additional hours in urban areas.
- The amount of waste sent to landfill was reduced by 1640 tonnes against a target of 1500 tonnes.
- 93% of our streets and parks are clean at any one time against a target of 90%.
- The waste recycling rate is 49.6%, exceeding the target of 49%.
- We met our targets for dealing with litter, graffiti, and fly posting, reducing even further the low level of environmental crime.
- 86% of 'major' planning applications were processed within the Government target of 13 weeks against a target of 80%.
- An 'on-street' survey showed 89.6% public satisfaction with green spaces and public areas against the target of 71% set at the start of the year.

A Safe and Healthy Cherwell

- Reduced theft from vehicles, robbery and household burglaries by 9% against a target of 5%.
- Met targets for reducing serious violent crime and serious acquisitive crime.
- All six Neighbourhood Action Groups established with community representation.
- Grants allocated to improve 17 village halls.
- An additional £60,000 of grant funding given to support advice centres and seniors clubs.
- Adopted new Community Safety and Public Health strategies.

An Accessible, Value for Money Council

Improving access:

- The new one stop shop was opened in Banbury to schedule in October.
- Three Link Point kiosks have been installed at Cropredy Bridge Stores, Sibford Gower and Deddington Library. Former cash offices at Bicester and Kidlington have been transformed to one stop shops and in Banbury the cash office at Bridge Street has been transformed to a one stop shop co-located with the Tourism Information Centre in Castle Quay. All customer access now available 8.45 - 5pm five days a week.
- Current satisfaction with customer service when contacting the Council is 99% for both face to face and telephone customers against a target of 90%.
- Reducing avoidable contact. We achieved a performance of 10.3% of customer contacts against a target of 35%.
- Our self-assessment shows we have reached level three (of four) of the National Equality Standard.
- 100% of complaints were resolved within the published time.

Delivering Value for Money:

- We completed Value for Money reviews of Street Cleaning, Property Management, Fees and Charges, Support Cost Allocations, Land Charges and a review of Legal Services started. These reviews identified

actual and potential efficiency savings of around £170,000, opportunities for increasing income of around £480,000 as well as significant service improvements. Further savings are expected from Property Management following the market testing of that service.

- Following an earlier Value for Money review an external provider for Internal Audit has been secured with improved service and savings of £170,000 a year achieved.
- Arrangements for outsourcing the Revenues and Benefits service agreed with improved services and savings of around £400,000 anticipated. Contract to be developed through 2009/10 with a view to start from 2010/11.
- The refurbishment of Bodicote House was completed to plan and budget. We will receive income from letting the Town Centre Offices in Banbury to the Primary Care Trust and we are exploring options to let Old Bodicote House.
- We are forecasting a budget overspend of £507,000 which at 2.06% is within the budget tolerances, 100% of the capital budget spent to plan and surpassed the Council's £260,000 target for full year efficiency savings (achieving efficiency gains of £340,000 from improved procurement alone against a target of £200,000).
- The number of days of staff absence lost due to accidents went down from 191 in 2007/08 to 75 in 2008/09. This would have been better had it not been to accidents due to slips and trips reported by the refuse and recycling crews as a result of the heavy snow and slippery conditions in February 09.
- Returned to full Investors in People accreditation following an external review in January 2009.

- 1.4 The Performance Management Framework allows councillors and officers 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 issues identified in this report where performance should be monitored and reviewed to ensure we understand why performance targets are not being met and that appropriate action is being taken. These are:

Cherwell: A District of Opportunity

- 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.
- The progress of major regeneration and development schemes such as Banbury Canalside, Bicester Town Centre, and South West Bicester.
- Delays producing the Local Development Framework due to the pressure of work and strategic uncertainties resulting from the eco-town proposal.
- The performance for processing new benefits claims and changes in circumstances and recovering overpayment.

A Cleaner, Greener Cherwell

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

A Safe and Healthy Cherwell

- The percentage of residents who when asked say they feel safe at home and in the community.
- The overall numbers visiting Banbury Museum were below target, despite the continued high overall usage.

An Accessible, Value for Money Council

- Collecting Council Tax and National Non Domestic Rates (both performed below target, albeit marginally, at the year end).
- The number of days lost through sickness per employee.
- Not meeting the target of 70% of residents feeling well informed about the Council.
- The performance for processing of minor and other planning applications.

A number of other performance issues have been raised in this report but where we believe no additional action is currently required. We will continue to monitor these issues through the Performance Management Framework and report on an exception basis if necessary.

- 1.5 During the year the Performance Scrutiny Working Group started reviewing the quarterly performance reports. They proposed to the Resources and Performance Scrutiny Board on the 17 February that the following issues should be considered in more detail:
- The increase in acquisitive crime.
 - The processing of minor and other planning applications.
 - The amount of waste sent to landfill.
 - The progress on delivering the Equalities Action Plan.
 - The delivery of the food waste processing project.
 - Fly tipping and enforcement.
 - The progress on delivering service standards for front line services.

The Resources and Performance Scrutiny Board agreed to monitor the future performance of the first six items and nominated a group of councillors to support officers developing the service standards.

2008/09 Finance Report

Revenue Out-turn 2008/09

- 1.6 The provisional revenue out-turn for 2008/09 is set out in Appendix 6a and shows an overspend against budget of £507k despite incurring costs relating to the economic downturn and external influences of £607k. This is based on the latest unaudited revenue position as at 28th May 2009.
- 1.7 Appendix 6a summarises the main variances between outturn and the 2008/09 adjusted budget by directorate.
- 1.8 Appendix 6b details expenditure planned for 2008/09 that has not been incurred but is requested to slip into the 2009/10 budget.

Capital Out-turn 2008/09

- 1.9 Appendix 6c provides the provisional capital out-turn statement for 2008/09 by scheme and directorate and shows a small overspend of £10k against a budget of £26.5m.
- 1.10 Appendix 6d provides details of the capital schemes that have incurred budget slippage and a total of £306,758 is proposed to be carried forward to the 2009/10 capital programme.

Conclusion

- 1.11 In this report we show that the Council continues to make excellent progress on delivering its ambitious programme 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.

Our financial performance in terms of both capital; delivering a spend programme in excess of £25million, and revenue performance; in the context of the one of the most challenging economic climates of our times is an area we can be proud of. Our performance demonstrates our ability to be nimble in responding to changing circumstances, improved capacity to deliver sizeable capital programmes and effective financial management.

- 1.12 The increased focus on budget monitoring and introduction of the “dashboard” has enabled more efficient use of the Council’s resources.
- 1.13 The provisional year end revenue out-turn against budget shows the Council as being on target to achieve budget, after taking into account reallocations and the impact of the economic downturn.
- 1.14 The variances on the revenue and capital out-turns are within the Council’s stated tolerances. Revenue out-turn was within 2% of budget provision and capital was on budget.

Background Information

2.1 Progress on Issues Raised

During the course of the year the Executive requested progress reports on a number of issues where performance targets have not been met and where the economic recession is having a particular impact on front line services or the council's finances. A summary of the end of year position is below.

- a) **Planning & Affordable Housing Policy – 400 new homes.** 426 homes were built. Thus we have met our baseline aspiration. However we also have to make an annual estimate of overall completions each year which informs our national indicator return (NI154 net additional homes provided). The projection for 2008/09 was 681. Clearly, this projection, which was made in December 2007, could not have foreseen the credit crunch and its impact upon housing delivery. The projection for 2009/10 (which was published by the Council in December 2008) has accordingly been put at 376, but this may still prove optimistic if major sites remain dormant. Delivery is projected to rise again in 2010/11, but again this will be heavily dependent on starting major sites, particularly SW Bicester.
- b) **Housing Services – 100 new affordable homes.** The Council has delivered 122 homes against a target of 100. This includes all types of affordable housing: new build, HomeBuy, acquisitions etc. The reasons for exceeding the target by 22% are the enhanced joint working with Catalyst, our HomeBuy agent, and innovative partnership working with registered social landlords to take advantage of the opportunities presented by the recession including lower house sale prices for the acquisition scheme and special Government funding packages.
- c) **Economic Development – 200 new jobs.** The outturn shows 817 new jobs were created in the District during the year, whilst 1195 were recorded as having been lost. The new jobs are distributed across the District, and there is no single employer who has created a substantial proportion of the new jobs.
- d) **Building Control Income.** Building Control income in 2008/09 is £409,000 compared to a budgeted £463,000, a shortfall of 9%. This loss of income was mitigated in part by leaving a post vacant for the year and a reduction in structural engineering support costs resulting from the reduced workload. The income budget for 2009/10 is £391,000. This takes what is still a realistic account of the prevailing market conditions. The vacant post will remain unfilled. In addition, surpluses in the Building Control trading account made in previous years will be used to make up any further shortfalls. Also, joint-working discussions are under way with Oxford City Council following their recent request to us for additional resource to cover for some medium term staff absences which are impacting on their service delivery.
- e) **Development Control – Planning Applications.** In 2008/09 planning fee income was £675,000 against the budgeted income of £993,000. This higher income budget had been based on an expectation that major developments would continue apace, and also on the fact that there had been a significant fee increase for major applications. The shortfall of £318,000 was thus largely down to the significant reduction in major development proposals due to the sudden onset of recession. The

current economic climate has led to a re-evaluation of planning fee income for 2009/10, with an expectation that income from fees will be £550,000 (based on the income received in the last six months of 2008/09 when the full impact of the economic downturn was experienced).

- f) **Land Charges Income.** Income for 2008/09 was £170,000, a dramatic reduction from £293,900 in 2007/08. This was largely due to a 50% drop in official search applications for house and property sales. Also personal searches carried out by private companies have increased by 18%. The private search companies can undercut the Council as they only pay the statutory fee of £11 plus their own costs, compared to the official search fee of £80. As a result Home Information Pack providers often favour the personal search over the official search, hence their continued growth in the market place at this difficult time.
- g) **Meeting the target for reducing acquisitive crime by 5%.** Following Thames Valley Police giving priority to these crimes our partnership with them achieved a 9% reduction by year end (1090 incidents compared to 1197 in 2007/08).
- h) **The amount of waste sent to landfill.** The amount of waste sent to landfill was reduced by 1640 tonnes against the target of 1500 tonnes.
- i) **The performance on fly tipping and prosecutions.** The overall number of fly tips rose in 2008/09 by 8% to 670 incidents. This follows two years when the number of fly tip incidents had fallen each year by 4%. The number of prosecutions for fly tips has been good with four successful prosecutions in each year. However National Indicator 196 measures the improvement in performance achieved by these two measures alone on a % scale. It takes no account of the increase in the number of cautions issued, the 7% increase in warning letters, and the 35% increase in the number of investigations undertaken.
- j) **The time taken to process minor and other planning applications.** These met 59% and 71% of the respective internal performance targets and are rated Red. However because the quarter four figures are cumulative for the year the current much improved performance is not shown. For the final quarter of 2008/09 all nationally set performance targets were met. As previously reported the service experienced a difficult year through loss of key staff, a high workload in the first six months, and a reduction in the resources for processing planning applications as staff were redirected to support enforcement. The service also focussed on clearing the backlog of applications which obviously affected the performance on processing new applications. Having cleared the backlog the service is now in a strong position to meet all its performance targets in 2009/10. There is a continued need for careful management of the service as recession may mean income falls further than estimated. The Government has announced that it is to reduce its special support grant scheme award in future (Housing and Planning Delivery Grant). Currently this grant is funding our enforcement improvements. Workload and resources will need to be balanced carefully as a decline in applications and income does not necessarily reflect work pressures. This is becoming increasingly apparent as renegotiations are required on major schemes such as SW Bicester, and

new significant appeal cases emerge. Priorities in the service may need re-evaluation and this will be reported further as issues develop.

- k) **The delay in introducing the Food Waste Recycling Service.** The launch of the Food Waste Recycling Service was planned for October 2009. However this is likely to slip as the County Council do not expect the food waste processing facility to be ready until December 2009.

2.2 **Overview of Performance**

The performance against the Corporate Scorecard is shown in appendix one.

The successes, exceptions and issues reported by officers, including those from individual service plans, are shown in appendix two.

The performance against all the targets in the Corporate Plan is shown in appendix three.

The performance of each of the National Indicators is shown in appendix four.

The performance of each of the retained Best Value Performance Indicators is shown in appendix five.

In addition to the Corporate Scorecard we also monitor our performance in delivering key corporate and service developments.

The progress made on delivering the Corporate Improvement Plan is shown in appendix six.

The progress made on delivering the Strategic Service Projects is shown in appendix seven.

The progress made on delivering the proposed outcomes of the 2008/09 Revenue Growth Bids is shown in appendix eight.

2.3 **Corporate Scorecard – Community Plan**

Progress in delivering the Community Plan is measured against 29 targets. These include a 'top ten' list of priority actions that Cherwell Community Planning Partnership has agreed for the year, targets for the Local Area Agreement and actions in Oxfordshire 2030. Targets are wider than what the District Council is responsible for delivering. Information was available for 23 of these, of which 19 were Green and 3 Amber and 1 red. Missing data relates primarily to measures where 2008/09 was the base year.

Successes

- The development of a new Cherwell Sustainable Community Strategy is progressing well. The first draft of the evidence base has been reviewed by several forums, including one workshop for Cherwell Community Planning Partnership, two workshops for Cherwell District Councillors, one workshop for Cherwell District Council Managers and one workshop specifically looking at rural issues. There will be public consultation for three months over the summer.
- Links between the Community Plan and the Local Development Framework continue to be strengthened.

Issues

- The delay in establishing the Cardio Vascular Disease project. In the mean time the Health Trainers have been meeting clients to address lifestyle issues linked to cardio vascular disease.
- The % of residents who when asked say they feel safe at home and in the community.
- Delays completing the enhancements to Kidlington Village Centre.

2.4 Corporate Scorecard – Corporate Plan and Corporate Plan Promises

There are 55 targets in the Corporate Plan, 16 of which were highlighted as our service promises for 2008/09 in the council tax leaflet which was sent to every household in Cherwell. Of these 46 are Green, 7 Amber and 1 Red. Full details are in appendix three.

Successes

- **Service Promise.** 817 new jobs were created in the year, although this was exceeded by the number known to have been lost in the period, which amounted to 1195.
- **Service Promise.** Reduced theft from vehicles, robbery and household burglaries by 9% against a target of 5%.
- **Service Promise.** The amount of waste sent to landfill was reduced by 1640 tonnes against a target of 1500 tonnes.
- **Service Promise.** 428 new homes completed against a target of 400 and delivered 122 affordable homes against a target of 100.
- **Service Promise.** Horton Hospital. Ongoing support provided for the Community Partnership Forum, the Better Healthcare Programme Board and the Primary Care Trust in implementing interim services and finding an operating model for the long term. Invitation to Innovate process well underway.
- **Service Promise.** 93% of our streets and parks are clean at any one time against a target of 90%.
- **Service Promise.** The waste recycling rate is 49.6%, exceeding the target of 49%.
- **Service Promise.** In March 2009 99% of the Council's face to face and telephone customers were satisfied with the customer service they received.
- **Service Promise.** We kept the Council Tax increase below the rate of inflation.
- **Service Promise.** Provide ten new service access points in rural locations. Three have been deployed and the groundwork carried out means that deploying will be easier in the coming year.
- **Service Promise.** The £29m sports centre modernisation programme is proceeding to timetable and budget.
- Under the national Use of Resources inspection regime we have improved our score (the scale is one to four) for Financial Reporting from two to three and for Value for Money from two to three. At the same time the Audit Commission recognised our combined annual report of finance and performance as an example of notable practice.
- The Council is making effective use of the Disabilities Facilities Grant to provide housing for vulnerable people and there were 140 completions during the year. .
- Nightsafe Bicester launched on 10 December.
- New three year Community Safety Strategy agreed.

- All six Neighbourhood Action Groups established with community representation.
- Grants allocated to improve 17 village halls.
- An 'on-street' survey shows 89.6% public satisfaction with green spaces and public areas against the target of 71% set at the start of the year.
- Our self-assessment shows we have reached level three (of four) of the National Equality Standard.
- 100% of complaints were resolved within the published time.
- New Rural Strategy launched April 2009.
- Cherwell Public Health Strategy adopted.

Issues

- **Service Promise.** Health care in Bicester. The Council is promoting the SW Bicester site to the Primary Care Trust and urging consideration of greater flexibility of provision to meet Bicester's future health needs. The Council has submitted an Expression of Interest to the Primary Care Trust. However the procurement process has been delayed several times.
- **Service Promise.** The target to reduce emissions from the Council activities (excluding Sports Centres) has not been achieved. Whilst all the data is not yet available the fall in CO2 emissions looks to be less than the 4% target. The refurbishment of Bodicote House and the closure of the Town Centre Office only made a small contribution in 2008/09 to reducing emissions but this is expected to be greater 2009/10 when the full year effect will be included.
- **Service Promise.** The annual Customer Satisfaction Survey in 2008 showed 64% of residents feeling well informed about the Council against our target of target of 70%.
- **Service Promise.** Our target is for at least 78% of residents when asked say they feel safe at home and in the community. The Place Survey (a national initiative) asked interviewees two questions (which are slightly different to the corporate target) about perceptions of safety. The response is that in Cherwell 57% felt safe outside in the local area after dark and 87% during the day. The Community Safety Partnership is developing its strategy for responding to this issue.
- **Service Promise.** Enhance Kidlington village centre by replacing street furniture. Installation scheduled for completion in June 2009 against target date of March 2009.
- The impact of the recession on achieving targets for delivering new homes, including affordable housing and new jobs (see paragraph 2.1).
- Delays to producing the Local Development Framework due to the pressure of work and strategic uncertainties resulting from the eco-town proposal.
- CCTV upgrade. The project is currently out to tender but due to the refurbishment of Banbury Police Station work cannot be started until 2009/10.

2.5 Corporate Scorecard – National Indicators

National Indicators have replaced Best Value Performance Indicators as the statutory requirement for reporting the Council's performance. We are required to report performance against 32 National indicators. 18 indicators are Green, 2 Amber and 4 Red (8 are not available as the data collected in

2008/09 will provide the baseline for 2009/10). Full details are in appendix four.

Successes

- Reducing avoidable contact. We achieved a performance of 10.3% of customer contacts against a target of 35%.
- 86% of 'major' planning applications were processed within the Government target of 13 weeks against a target of 80%.
- We are a top performing authority nationally on recycling household waste. We continued to improve our performance by achieving a recycling rate of 49.6%, against a target of 49%.
- We met our targets for dealing with litter, graffiti, and fly posting, all high priority areas of concern for the public.
- Delivered 122 affordable homes against a target of 100.
- The number of households living in temporary accommodation fell to under 100 for the first time. This has now been reduced to 63 families against a target of 96.
- Improved adult participation in sport and active recreation.
- Reduced theft from vehicles, robbery and household burglaries by 9%.
- Made progress in building resilience to violent extremism.

Issues

- Although performance is improving we did not meet our targets for processing of minor and other planning applications (though significant improvements are anticipated in 2009/10).
- The performance on fly tipping and prosecutions.
- We did not meet the target for reducing assaults with less serious injuries.

2.6 Corporate Scorecard - Best Value Performance Indicators

We have retained selected Best Value Performance Indicators as they provide a useful means of comparing delivery with other councils and against our own historical performance levels. There are 43 retained Best Value Performance Indicators. 25 indicators are Green, 6 Amber and 10 Red (with no data available for 2 due to timing and technical reasons). Full details are in appendix five.

Successes

- The number of school pupils visiting Banbury Museum was above target.
- Housing met its targets for case work intervention and the amount of repeat homelessness.
- We met the targets for investigating and removing abandoned vehicles.

Issues

- There has been a slight drop in performance on processing invoices, collecting Council Tax and National Non Domestic Rates such that all performed below target at the year end.
- The performance for processing new benefits claims and changes in circumstances and recovering overpayment is below target.
- The number of planning appeals allowed was below target. This is an important indicator of the quality of decision making. The target set here is very challenging as it projects from the base of the Council's exceptional level of success in recent years. The level of achievement will inevitably fluctuate. Planning Committee receive a regular report on the detail of

individual cases lost and can monitor whether there are any significant trends that cause concern. This is not apparent at present.

- We are significantly away from meeting the target for having information on sites of contaminated land.
- The number of conservation areas with completed appraisals is above target but below target for those with published management plans. Excellent progress is being made but there is still a large backlog.
- The overall numbers visiting Banbury Museum were below target.

2.7 **Corporate Scorecard – Financial Performance**

There are four finance targets. All are rated Green. It should also be noted we have met our Corporate Plan Promise to keep the Council Tax increase below inflation.

Successes

- We are forecasting a budget overspend of £507k which at 2.06% is within the budget tolerances.
- 99% of the Sports Centres Modernisation capital programme expenditure delivered to schedule.
- 100% of budget to date for other capital projects delivered.
- £309,000 of procurements savings identified, surpassing the full year efficiency target for the council of £260,000 target for full year.

Issues

- The economic downturn has impacted on the delivery of the 2008/09 budget by £607k – this relates to reduction in planning fees, land charge income, increased fuel costs and gate fees offset slightly by gains in interest from the first 6 months of the year. Despite incurring these additional costs the outturn for revenue and capital is within budget tolerances.

2.8 **Corporate Scorecard – Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and workforce capacity. 2 are Green and 1 has moved from Amber to Red in the last quarter.

Successes

- Organisational capacity has improved from 85% to 91% following the completion of the restructure, a review of all vacant posts, effective redeployment of staff, and reducing the use of agency staff.
- Reducing the turnover of staff leaving voluntarily.
- Introducing a more structured and proactive approach to staff training and development.

Issues

- The number of days lost through sickness per employee is 8.87 against a target of 8. There was an overall increase in sickness absence throughout the year. There is no apparent common area or cause for the increase. Human Resources are focussed on improving the management of sickness absence as evidenced by the new sickness policy that came into effect on 1 April 2009. Detailed management information and regular meetings with HR are now supporting the implementation of the new policy and processes."

2.9 **Corporate Scorecard – Customer Feedback**

There are three customer satisfaction targets included in the Corporate Scorecard covering: satisfaction with customer service; feeling safe; and feeling well informed. All three are Corporate Plan Promises and so are covered in paragraph 2.4.

2.10 **Corporate Improvement Plan**

Executive 7 July 2008 agreed the 2008/09 Corporate Improvement Plan. The priorities of the Plan are: embedding the culture of performance management; delivering value for money throughout the organisation; understanding and responding to the diverse needs of the communities that make up the District; developing partnership working; and engaging all our staff in the process of continuous improvement. There are 44 items in the Corporate Improvement Plan, 39 are Green, 4 Amber and 1 Red. Full details are in appendix six.

Successes

- Being awarded Excellent status under the Comprehensive Performance Assessment (previously good) and became the joint fifth best performing district council in the country out of two hundred and thirty eight.
- Under the national Use of Resources inspection regime we have improved our score for Financial Reporting from two to three (the maximum is four) and for Value for Money from two to three.
- The Audit Commission has released the national comparative figures for performance against Best Value Performance indicators for 2007/08. This shows we achieved 74% of Best Value Performance Indicators in the top half of performance nationally compared with 68% in 2006/07.
- Completed Value for Money reviews of Street Cleaning, Property Management, Fees and Charges, Support Cost Allocations, Land Charges and a review of Legal Services started. These reviews identified actual and potential efficiency savings of around £170,000, opportunities for increasing income of around £480,000 and significant service improvements. Further savings are expected from Property Management following the market testing of that service.
- Following an earlier Value for Money review an external provider for Internal Audit has been secured with improved service and savings of £170,000 a year achieved.
- Arrangements for outsourcing the Revenues and Benefits service agreed with improved services and savings of around £400,000 anticipated. Contract to be developed through 2009/10 with a view to start from 2010/11.
- Returned to full Investors in People accreditation following an external review in January 2009.
- Management Information Strategy agreed by Executive in March 2009 and the Living in Cherwell demographic profile completed.
- Three LinkPoint kiosks have been installed at Cropredy Bridge Stores, Sibford Gower and Deddington Library. Former cash offices at Bicester and Kidlington have been transformed to one stop shops and in Banbury the cash office at Bridge Street has been transformed to a one stop shop co-located with the Tourism Information Centre in Castle Quay. All customer access now available 8.45 - 5pm five days a week.
- Internal communications continues to improve. Cascade delivered to schedule throughout the year with very positive response from staff and the Chief Executives briefings well attended. Inside Cherwell has doubled in size.

- Management of partnerships has been significantly strengthened (the progress made was reported to Executive on 16 March 2009). Opportunities for partnership working have been actively explored. Recent initiatives include the provision of a health centre at the Council's town centre offices as well as joint procurement initiatives in internal audit and market testing of property maintenance.
- Equality Impact Assessments have been carried out for all services and no inequity identified. We recognised the need to improve our understanding of community needs. This year has seen a significant increase in the engagement with Hard to Reach Groups through the Service and financial Planning process and the Knowing our Communities project and other service based initiatives.

Issues

- The range and quality of management information available has continued to improve. However gaps remain and we will continue to address these in 2009/10, particularly to inform the Service and Financial Planning process.
- The development of partnership working and in particular shared services are at an early stage of development. It is recognised that more opportunities exist to improve cost effectiveness and these will be actively explored in 2009/10.

2.11 Strategic Service Projects

These are 11 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. 6 of the projects are Green and 5 Amber. Full details are in appendix seven.

Successes

- The refurbishment of Bodicote House was completed to plan and budget. We will receive income from letting the Town Centre Offices in Banbury to the Primary Care Trust and we are exploring options to let Old Bodicote House.
- Banbury Pedestrianisation. Overall project is on target. Tenders to be invited in April 2009.
- Investors in People. Returned to full accreditation following external review in January 2009.

Issues

- Banbury Bankside. Work continues on the Section 106 agreement. Cherwell DC now has dealt with all issues relating to our involvement. OCC as partner is continuing to discuss financial bond arrangements. This may have implications in the current financial climate. Though the planning agreement should be finalised soon, it looks unlikely that the site will be developed in the current economic climate.
- Banbury Canalside. Currently the Environment Agency is objecting to the allocation of Canalside as one of the Council's options for growth, on grounds of flood risk. They are not yet satisfied by the "sequential test" examination of alternative development sites and flood risk prepared by the Council to help justify likely choices in allocation of land for residential development. This issue needs to be fully resolved through the preparation and adoption of the Local Development Framework. The position is resulting in a revised approach to funding of the Banbury Flood

Alleviation Scheme. Gap funding is now likely to come from public and private landowners contributions and additional EA contingency funding, rather than from the Homes and Community Agency (who were linking any contribution to certainty that residential development would be permitted).

- Bicester Town Centre. Work is progressing on the new terms for the scheme and minor revisions to the planning permission.
- South West Bicester. Discussions are ongoing with regard to varying the S106 agreement in the light of the current economic climate. The applicants are preparing a financial appraisal. Cherwell DC and Oxon CC must consider this together to ensure a consistent approach is taken.

2.12 2008/09 Revenue Growth Bids

Councillors agreed 21 revenue growth items for 2008/09. The delivery of the outcomes promised for these extra resources are monitored. Of the 21 items 19 are Green, 2 Amber. Full details are in appendix eight.

Successes

- Funding of £100,000 to support the delivery of the Homelessness Strategy has reduced the numbers in temporary accommodation and delivered around £140,000 savings. The two emergency Foyer places have contributed to the reduction in youth homelessness.
- The Planning Enforcement Team is fully resourced at present and is making better use of the Uniform software to manage the enforcement process. This has achieved and has achieved much improved management of cases and outcomes.
- Improved proactive enforcement, prosecutions and partnership working across the range of licensing activities.
- An additional £60,000 of grant funding given to support advice centres and seniors clubs.
- The investment in additional waste bins was completed with the installation of the final batch in January. The new street cleansing vehicles arrived in November which improves cleansing standards and operational efficiency.
- The Street Cleansing Service is operating additional hours in urban areas.

Issues

- The delay in introducing the Food Waste Recycling Service. It is likely to be December 2009 before the delayed local food waste processing facility is delivered by the County Council.
- The portal for virtual clerk service for parish councils will not be operational until August 2009. The staffing resource is in place and development work is underway.

Finance – Annual Report 2008/09

- 3.1 The information in this report is in the format used for budget monitoring purposes and as reported to the Executive quarterly. It does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. These statements will be

adopted by the Accounts, Audit and Risk Committee on 24th June 2009 and then subsequently approved after audit clearance in September 2009.

Budget Process 2008/09

- 3.2 The General Fund revenue estimates were approved following a robust and detailed Service and Financial preparation process. Budget guidelines were determined by the Executive and budget holders and their service accountant prepared budget working papers, in accordance with these guidelines during September 2007.
- 3.3 Interim revenue budget reports were made to the Executive and Scrutiny between December 2007 and February 2008. The budget position was finalised and the Council Tax was set by the Council on 25 February 2008.
- 3.4 During the course of the 2008/09 year, a number of changes have been made to the original 2008/09 budget. The amended full-year budget represents the original budget, as approved by the Council, the addition of supplementary revenue estimates approved during the year, agreed virements to existing budgets and the utilisation of appropriate reserves.

Budget Monitoring

- 3.5 During the period May 2008 until March 2009, budget monitoring using the “financial dashboard” has taken place which has looked at variances between actual and budget.
- 3.6 As a result of continual underspends in previous years, an increased focus and importance of accurate budgeting and appropriate monitoring has been embedded throughout the Council.
- 3.7 The dashboard is able to analyse revenue and capital by Corporate, Directorate or Service level and contains a range of cost indicators providing an easy to understand picture of the Council’s financial position.
- 3.8 The budget monitoring information is available to budget holders and senior management by the end of Day 1 following the period of monitoring. Budget holders then have four working days in which to analyse the data with their Service Accountant and populate their budget monitoring reports and projections. This information, with revised forecasts is then reported to CMT during Days 6-10.
- 3.9 This tool has significantly increased the Council’s ability to manage day-to-day costs and is used to report quarterly to members through the quarterly Performance Management Framework. As a result, many of the year-end variances, now being reported, have been anticipated throughout the year.

Key Issues for Consideration/Reasons for Decision and Options

- 4.1 The report shows the Council’s performance against the Corporate Scorecard in 2008/09. 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.

4.2 This report illustrates the Council's provisional performance against the 2008/09 Revenue and Capital Budget

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 resources 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.

The financial effects are as outlined in the finance report. It should be noted that the information in this report is in the format used for budget monitoring purposes and, as such, it does not reflect the various accounting adjustments that are required to comply with the Statement of Recommended Practice (for example the various pension adjustments required by Financial Reporting Standard 17) nor is it in the same format as the statutory Financial Statement. It is therefore not a straightforward task to compare the figures in this report with the Council's Financial Statement for 2007/08 because the respective reports are each designed to serve different purposes.

Efficiency Savings – There are none arising directly from this report. The Performance Management Framework is designed to improve financial management, including the avoidance of overspending and underspend, and the achievement of efficiencies. We monitor the progress against the Council's targets for annual efficiency savings and report performance through the Performance Management Framework. Some of the savings achieved in the year and detailed in 2.7 above may be the result of efficiencies and these will be identified in the 2008/09 "Backward Looking" Annual Efficiency Statement.

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 Performance Management Framework is designed to assist the Council in managing and monitoring delivery of its strategic objectives and improving customer satisfaction. Services are required to maintain their sections of the risk register, and update their risks no less frequently than quarterly. The service manager should address the risks associated with performance issues. The framework may show that performance is not achieving desired levels. Managers can address this by re-assessing the level of performance required, the priority it should attract, and the level of resource available. A failure to identify and improve key drivers of customer satisfaction through an effective Performance Management Framework is one of the Council's strategic risks.

The figures in the finance report are unaudited and still subject to adjustments before submission to District Audit. If the audit subsequently identifies significant differences in the out-turn position it may be necessary to consider an alternative use of the Council's reserves.

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.

Data quality issues with individual indicators are set out within the combined exceptions/successes report (appendix 2) giving Executive additional information on the reliability or accuracy of the data. This combines actions taken by individual accountable officers in services and also the improvement team as part of their data quality overview.

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

Appendix No	Title
Appendix 1	Corporate Scorecard 2008/2009
Appendix 2	Successes, Exceptions and Emerging Issues
Appendix 3	Corporate Plan
Appendix 4	National Indicators
Appendix 5	Best Value Performance Indicators
Appendix 6	Corporate Improvement Plan
Appendix 7	Strategic Service Projects
Appendix 8	2008/09 Revenue Growth Items
Appendix 9 a-d	Revenue and Capital Outturn – to follow
Background Papers	
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