

# Executive

## Performance Management Framework 2009/2010 End of Year Performance and Finance Report

7 June 2010

### Report of the Head of Finance and the Corporate Strategy and Performance Manager

#### PURPOSE OF REPORT

This report covers the Council's performance in 2009/2010, as measured through the Corporate Scorecard, and summarises the Council's provisional Revenue and Capital performance for the financial year 2009/2010.

This report is public
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#### Recommendations

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The Executive is recommended:

- 1) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 96% of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 97% of the performance targets in the Corporate Plan.
- 2) To note that, despite tougher performance targets, the Council has met or made satisfactory progress on 98% of the targets in the Corporate Improvement Plan.
- 3) To note the progress in delivering the Council's strategic objectives and the many achievements referred to in paragraphs 1.4 and 1.5
- 4) To request an update on the issues highlighted in paragraph 1.6 in the first quarter report of 2010/11.
- 5) To note the provisional revenue out-turn position for 2009/2010 detailed in Appendix 9a.
- 6) To agree the carry forward revenue budgets which have slipped in 2009/2010 to be carried forward into the 2010/2011 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 2009/2010 detailed in Appendix 9c.
- 9) To agree the balances on capital schemes which have slipped in 2009/2010 to be carried forward into the 2010/2011 capital programme as set out in Appendix 9c(i).

## **Executive Summary**

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### **Introduction**

- 1.1 This is a report of the Council's performance in 2009/10 as measured through the Performance Management Framework and the provisional revenue and capital position. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers seven areas of performance. These are performance against the Local Area Agreement and the Community Strategy, the Corporate Plan promises, National Indicators, priority service indicators, finance, human resource, and customer satisfaction targets. More detailed supporting information is attached in the appendices showing performance on delivering the entire Corporate Plan and all other corporate performance frameworks.
- 1.2 To measure performance we use a 'traffic light' system. Where performance is rated green 100% of the target has been met or the target has been exceeded, rated amber and performance is at 90% or above. A red rating indicates performance at below 90% of the target. This represents the second year of a tougher performance regime, in previous years green was 100% but amber only 75% and red performance below that. This is a clear demonstration of our ongoing commitment to use performance management to drive continuous improvement across the organisation, and no changes to this tougher approach are proposed.
- 1.3 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**

- 1.4 In the report we ask the Executive to note the significant progress made in delivering the Council's strategic and improvement objectives. Of particular note has been the ongoing response made to impact of the economic recession on local residents and businesses and in particular vulnerable groups within the community. This is in a context of increased demand for Council services and the impact on the Council's finances.

We have continued to set and meet challenging performance targets:

- The Council has met or made satisfactory progress on 96 % of the performance targets in the Corporate Scorecard and met or made satisfactory progress on 97% of the performance targets in the Corporate Plan.
- The Council has met or made satisfactory progress on 98% of the targets in the Corporate Improvement Plan.
- In the Council Tax Leaflet (February 2009) the Council published its performance promises for 2009/10. Of the 16 promises 13 have been met in full, 2 met in part and 1 narrowly missed.
- In 2009/10 the Council delivered a Value for Money programme securing savings of £503,000 to be delivered during 2009/10 and 2010/11 through reviews of support services.
- The Corporate procurement target for ongoing cashable savings in 2009/10 was £200,000 and this has now been exceeded by over £40,000. Non cashable savings of over £56,000 have been achieved due to the roll out of Procurement Cards and the impact of the procurement process on our capital programme has reduced Council expenditure by circa £300,000.

Our performance has received external recognition:

In December 2009 the Council received its Comprehensive Area Assessment (CAA) organisational rating and scored strong threes (out of possible fours) across all assessment areas, resulting in an overall strong performance.

- Managing performance 3 out of 4
- Use of resources 3 out of 4
  - Managing finances 3 out of 4
  - Governing the business 3 out of 4
  - Managing resources 3 out of 4

The CAA is a tougher test of performance than the CPA (Comprehensive Area Assessment). The Audit Commission comments that we have many characteristics of an excellent organisation and these include our performance in helping local people and businesses respond to the recession, community leadership and the pace of improvement, the way we deal with waste, clean streets, falling crime, affordable housing, homelessness and temporary accommodation performance, access to services, electronic transactions, our website and improved value for money.

## 1.5 Performance Highlights

We continue to improve the performance of the Council against each of our four strategic priorities and have much success to celebrate. This section provides a short summary of key achievements in 2009/10:

### **Cherwell: A District of Opportunity**

- **Contributing to the creation of new opportunities in the district:** In spite of challenging economic circumstances the Council has focused on

supporting local residents and businesses through its activities, an apprenticeship scheme targeted at young people not in education, employment or training, supporting mentoring for young people, the job club, already noted as best practice has been expanded and now offers support for younger people. The Council's procurement strategy supports small and medium sized businesses and in 2009/10 meet the buyer events have resulted in local businesses securing work with the Council.

- **Local Housing:** The Council has delivered 495 new homes, 196 affordable houses, reduced the number of residents in temporary accommodation, has exceeded its targets for repeat homelessness cases, invested £726,000 in better quality housing for vulnerable people and provided support to nine vulnerable households through the national mortgage rescue scheme.
- **Regeneration and Growth:** The Council has successfully delivered schemes such as the pedestrianisation of Parsons Street in Banbury, successfully secured funding to make progress on the Eco Town demonstration projects, worked with developers to begin the Bicester Town Centre Redevelopment Programme, and made progress on the Banbury Cultural Quarter. Consultation on the Local Development Framework Core Strategy has taken place.

#### **A Cleaner, Greener Cherwell**

- **Waste and Recycling:** The Council has met all of its waste and recycling target, the recycling rate is now at 51.3% and the successful implementation of the food waste collection scheme will ensure that rates continue to improve.
- **Clean Streets:** The Council has met all its targets for dealing with litter, graffiti, and fly posting, and continued to undertake local environmental 'blitzes' reducing even further the low level of environmental crime.
- **Climate Change:** The Council has reduced costs and CO2 impact through the combination of the vehicle replacement programme and reduced fuel usage and is working with local business and the Local Strategic Partnership Climate Change group to reduce CO2 emissions.

#### **A Safe and Healthy Cherwell**

- **Sports Centre Programme:** In 2009/10 the Council completed its extensive programme of sports centre modernisation which has transformed the quality of leisure centre provision in the district. The new Spice Ball Centre in Banbury has been opened, the refurbished centres in Bicester and Kidlington have been opened and the Wood Green open air pool has been opened.
- **Reducing Crime and the Fear of Crime:** The Safer Community Partnership has improved CCTV coverage, undertaken a campaign to address fear of crime concerns and worked to reduce already low levels of crime with both the serious acquisitive crime and assault rates below

targeted levels, 'all crime' is down by 718 offences and anti-social behaviour down by 617 incidences this year.

- **Health and Wellbeing:** The Council has continued to work closely with partners to press for the best possible service for the district. The Banbury Health Centre opened in September 2009, an innovative partnership between the Council and the PCT offering improved value for money through effective use of Council owned assets and better access for local residents.
- The Council is leading the Brighter Futures in Banbury programme, which is a multi-agency partnership working to address long term issues of health inequalities and deprivation in Banbury.

### **An Accessible, Value for Money Council**

- **Improving access:** The Council continues to focus on improving access for customers, especially the most vulnerable. The programme of improving access through rural link points has continued, availability of services online has improved, the Customer Services Team now has a dedicated outreach resource to work with vulnerable communities such as people with disabilities, access problems and gypsies and travellers. The Council has worked with partners to improve access to services, surgeries have taken place at the Citizens' Advice Bureaux, Sanctuary Housing have held surgeries in Bicester and Kidlington and we are working with Job Centre Plus to improve signing on facilities in Bicester.
- The Council has also continued to improve its engagement with harder to reach groups, leading the establishment of a local disability forum with local partners and community representatives, embedding the equalities panel and a 'Knowing our Community' programme for staff and partners, launching an online consultation portal and using consultation techniques to ensure the Council hears the views of vulnerable groups, including older and younger people and people from minority ethnic backgrounds.
- **Delivering Value for Money:** The Council has delivered its programme of Value for Money reviews, securing £503,000 to be delivered in 2009/10 – 2010/11 from reviews of support services (human resources, finance and legal services). Performance against the local area agreement national indicator 179 (value for money savings) has exceeded the target of £600,000 by £200,000.
- The Council's approach to workforce planning has been recognised as good practice and innovative approaches to partnerships, contracts and shared services have resulted in procurement savings, significant performance improvement in benefits assessment and the provision of new services for local people such as the Banbury Health Centre.

In 2009/10 the Council has focused on emerging priorities and allocated resources to address them. The Eco Town and the Breaking the Cycle of Deprivation programmes have become increasingly significant as major corporate objectives. Both were reflected in the 2009/10 corporate plan and

through our public consultation and refresh of the Corporate Plan for 2010/11 have been further developed as new cross cutting corporate priorities.

- **Eco Town:** the Council has secured designation of North West Bicester as one of the first eco town locations nationally and attracted £9.7m as the first tranche of funding from central government. The Council has established effective partnership and governance arrangements and has focused the attention of central government departments on the town, securing changes to the M40 junction as an important step towards facilitating further employment growth.
- **Breaking the Cycle of Deprivation:** the Council is leading the Brighter Futures in Banbury Steering Group which is a multi-agency partnership targeting issues of deprivation and health inequalities in Banbury. Based on a significant review and analysis of the issues facing local communities the group has secured additional funding to increase access to the family intervention project working directly to support the most vulnerable families, to develop a programme to prevent young people dropping out of college or employment and becoming 'neet' not in education, employment of training, and also a targeted programme to support the cohort of young people in Banbury currently not in education or employment.

1.6 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:

- The performance for processing new benefits claims and changes in circumstances. Throughout the year monthly performance reports kept a watching brief on the performance of the service and the impact of the new service delivery contract. Performance has shown a steady trend of improvement, in March 2010 the average time to process a new claim was 18.7 days (below the target of 20 days) and the average time to process a change in circumstance was 10.97 against a target of 13. However, the Council recognises that this is an issue that needs to be kept under review and the quarter one performance report for 2010/11 will include a summary of ongoing performance.
- Planning performance in terms of appeals and major developments. An update will be given in the next quarterly report; this indicator has been kept under review in the light of the impact of the recession.
- In 2009/10 Banbury Museum and Tourist Information Centre received only 1518 fewer visits than in the previous year despite the changes to opening hours. The target for 2010/11 will be re-profiled, reflecting the Sunday closure and included within the next quarterly performance report.
- Adult and children's participation in sport and positive activities. County wide surveys indicate a possible drop in performance. We don't yet have the detailed information at a district level but this will be kept under review to identify any impacts for Cherwell.

- Percentage of invoices paid within 30 days: this target is slightly off track and actions are in place to improve performance. In addition a new target has been added to the performance management framework for 2010/11 which sets tougher targets of 14 days for local suppliers (in line with our sustainable procurement strategy). An update will be brought forward in the next quarterly performance report.
- 1.7 During the year the Performance Scrutiny Working Group continued reviewing the quarterly performance reports. They invited officers from across the council's services to discuss performance on a number of issues:
- CO2 Emissions from Council activities
  - Customer service standards
  - Fly tipping and the mobile camera unit
  - Equalities
  - The food waste pilot

## **2009/10 Finance Report**

### **Revenue Out-turn 2009/10 - DRAFT**

- 1.8 The provisional revenue out-turn for 2009/10 is set out in Appendix 9a and shows an overspend against budget of £394k. This is based on the latest unaudited revenue position as at 25<sup>th</sup> May 2010.
- 1.9 Appendix 9a summarises the main variances between outturn and the 2009/10 adjusted budget by directorate.
- 1.10 Appendix 9b details expenditure planned for 2009/10 that has not been incurred but is requested to slip into the 2010/11 budget.

### **Capital Out-turn 2009/10**

- 1.11 Appendix 9c provides the provisional capital out-turn statement for 2009/10 by scheme and directorate and shows that it is within approved budget tolerances for the year.
- 1.12 Appendix 9c(i) provides details of the capital schemes that have incurred budget slippage.

### **Conclusion**

- 1.13 In this report we show that the Council continues to make excellent progress on delivering its ambitious programme to meet its strategic objectives, improve services delivered to the public and in particular to vulnerable groups, deliver a major programme of capital projects and improve the efficiency and 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.

- 1.14 Our financial performance in terms of both capital and revenue within set tolerance targets is an area we can be proud of. Our performance demonstrates our ability to respond positively and actively to changing economic circumstances and deliver sizeable capital programmes and effective financial management.
- 1.15 The continued focus on monthly budget monitoring and introduction of the “dashboard” has enabled more efficient use of the Council’s resources.
- 1.16 The provisional year end revenue out-turn against budget shows the Council as being on target to achieve budget, after taking into account reallocations.
- 1.17 The variances on the revenue and capital out-turns are within the Council’s stated tolerances. Revenue out-turn was within 2% of budget and capital was within 3%of budget.



## Background Information

### 2.1 Introduction

Section two of this report provides a more detailed overview of the Council's performance in 2009/10 and presents a summary of the information that underpins the finance, performance and risk review for the year.

Paragraph 2.2 reviews progress against performance risks and issues identified during 2009/10. The remainder of section two reviews the Council's performance position at year end.

Full details of the data used in each of the paragraphs in this section can be found in the appendices.

**Table 1: Summary of Performance, Finance and Risk Information used in this report**

Paragraph	Performance / Finance Framework	Appendix No.
2.4-.2.8	Corporate Scorecard	1
2.4	Local Area Agreement	2
2.9	Corporate Plan	3
2.10	Priority Service Indicators	4
2.11	Strategic Service Projects	5
2.12	Corporate Improvement Plan	6
2.13	Significant Partnerships	7
2.14	Strategic Risks	8

### 2.2 Progress on Performance Risks and Issues Raised – Annual Review

During 2009/10 the Executive requested progress reports on a number of issues where performance targets were at risk of not being met or progress was off track. A summary of the end of year position against all matters raised during the year is below.

#### **Cherwell: A District of Opportunity**

During 2009/10 performance risks were identified and addressed through the corporate performance management framework in relation to the strategic priority.

- In quarter one it was noted that the contributions received from developers to pay for infrastructure improvements were low and may be reduced further because of the impact of the recession and the reduced number of planning applications. This issue was noted and has been kept under review. There is a continuing low level of development and thus contribution levels will be reduced for the foreseeable future. The impact of planning obligation costs on viability of development proposals is increasingly under careful consideration.
- The quarter one report also highlighted issues with the County Council about who will resource the introduction of residents parking schemes and civil parking enforcement and this delaying introduction. In quarter four it

is reported that Executive agreed to progress with further design detail for the scheme, but this is an issue that has not yet been resolved.

- In the first quarter it was noted that the Oxford Economic Partnership was amending its governance arrangements and that there was a risk that district councils could lose influence. This issue was resolved by quarter 3 where it was reported that Cherwell District Council had negotiated one of two district councillor seats on the partnership. There is a continuing debate about the role and priorities of the partnership, but there is now good district council input through the District Board members and also the commissioning role of the Spatial Planning and Infrastructure Partnership.
- In quarter one the processing of major planning applications moved from green to red, with only 20% of applications processed within the set timescale against a target of 60%. It should be noted the contentious nature of the applications considered in this quarter was a major contributor to this. Throughout the year this has been kept under review and it has been noted that the recession has had an impact on the negotiation of section 106 agreements, with negotiations taking longer and proving more complex. This will be a continuing position. It is felt that it would not be in the interests of the District to apply a strict speed and procedural approach that might damage prospects of quality outcomes. At quarter four performance has improved to 48%.
- In quarter two the markets contract was highlighted as an issue. The operator was in receivership and alternative arrangements were in place to hold the Banbury market. During the year a procurement process to replace the operator was undertaken and this has resulted in new arrangements being in place from 1<sup>st</sup> April 2010.

### **A Cleaner, Greener Cherwell**

During 2009/10 two performance risks were identified and addressed through the corporate performance management framework in relation to this strategic priority.

- In quarter two we highlighted the importance of ensuring the Council effectively demonstrates its community leadership role in tackling climate change and identified the need to review our approaches to managing natural resources, further reducing our carbon footprint and improving our energy performance. In response we noted a number of achievements in terms of our work with the Energy Saving Trust, communications through the council's residents' magazine and the Local Strategic Partnership. The Local Strategic Partnership is currently bidding for Local Area Agreement funding to support further work on climate change and the Council has completed its use of natural resources inspection and put in place an action plan to further improve performance.
- In quarter three we noted that NI195b (street and environmental cleanliness – detritus), was reporting red for second quarter running. The service expected to be on track in quarter four and our year end performance has indeed met our target.

## **A Safe and Healthy Cherwell**

No significant performance risks or issues were identified in relation to this strategic priority during 2009/10.

## **An Accessible Value for Money Cherwell**

Throughout 2009/10 our performance in terms of processing benefits has been kept under close review. Our performance improvement plan has focused on managing performance within the service, allocating resources where required whilst working to outsource the service to provide value for money and sustainable performance improvement.

- At year end the Council's performance continues to show a strong improvement trend and this has been maintained right through the run-up to contracting Capita on 1 February and beyond into the first months of the new contract.
- NI 181 (the time taken to process housing / council tax benefits – new claims and changes to circumstances) is within target, 13.47 days against a target of 15.00 and an improvement on quarter three performance of 14.83 days.
- Exch 003 (average time to process new benefits claims). The full year performance is 32.63 days. However, this masks significant in-year improvement; the average performance over the first six months of the year was 43.52 days, improving to 20.46 days over the last three months. The performance in March was 18.69 days for new claims and the improvement trend has continued in the early weeks of 2010/11.
- Exch 004 (average time to process changes in circumstances). Performance this quarter is 10.97 against a target of 13.00 days. Our trend of performance is continuing to improve; performance at quarter three was 11.99 days.

## **2.3 Overview of Performance**

During 2009/10 the Council has continued to focus on its strategic priorities, delivering continuous service improvement and value for money. The Council has responded to the ongoing impact of the recession on vulnerable groups by working in partnership and ensuring resources and capacity have been re-allocated to meet the changing needs of the local community, within the context of increased demand for Council services.

Table 3 below provides a summary of performance against targets for all corporate performance frameworks. This shows that across the corporate plan, improvement priorities, service performance and partnerships the Council has delivered ongoing improvements. Where targets have not been met or are off track corrective actions have been identified. For detailed information see appendices 1-8.

**Table 2: Overview of Corporate Performance Framework**

	Performance Review at Year End % targets met		
	Green	Amber	Red
Corporate Scorecard	76% (22)	21% (6)	3% (1)
Local Area Agreement*	84% (10)	0% (0)	17% (2)
Corporate Plan	84% (73)	13% (11)	3% (3)
Priority Service Indicators**	65% (20)	16% (5)	19% (6)
Strategic Service Projects	88% (7)	12% (1)	0% (0)
Corporate Improvement Plan	76% (39)	22% (11)	2% (1)
Significant Partnerships	100% (17)	0% (0)	0% (0)

\* 4 targets in the Local Area Agreement do not have data for 2009/10 as they are measured every two years through the place survey. They have been excluded from the figures in this table.

\*\* 9 Priority service indicators have data that we are awaiting from third parties (e.g. police) or data that is not yet available. They have been excluded from the figures in this table.

## 2.4 Corporate Scorecard – Working in Partnership

### Local Area Agreement

During 2009/10 Cherwell District Council has supported the county wide Local Area Agreement (LAA) by leading the performance management framework for the Oxfordshire district council's targets. This section shows how Cherwell is working in partnership and contributing to the Oxfordshire agreement:

#### Successes

- From August 2009 the Council has led the Spatial Planning and Infrastructure Partnership. The Partnership and its Housing Partnership arm has been successful in delivering against LAA affordable housing targets (renegotiated to with Government Office to reflect recession impacts) and steering work on the Homes and Communities Agency "single conversation" process.
- NI 156 – the number of household living in temporary accommodation. The Cherwell temporary accommodation strategy is fully operational and has successfully reduced the number of households living in temporary accommodation to 29 against a target of 33.

#### Issues

- NI 8 Adult participation in sport (an interim survey suggests a possible drop, the result isn't statistically significant but highlights a performance risk that will be kept under review)
- NI 110 Young People's participation on positive activities. The county wide survey indicates a drop in participation, a number of action points have been agreed including working with schools to improve take up.

Both of these indicators have been noted in paragraph 1.6 and a review will be brought forward in the next quarterly performance report.

## **The Cherwell Sustainable Community Strategy**

During quarter three of 2009/10 the Cherwell Community Planning Partnership was formally dissolved and a new Local Strategic Partnership for Cherwell was introduced along with a new sustainable community strategy 'Our District, Our Future'. This represented the culmination of a significant project to fundamentally review the sustainable community strategy and improve the governance of the local strategic partnership to ensure an even stronger partnership going forward.

### **Successes**

- The launch of the new sustainable community strategy 'Our District, Our Future' was attended by over 90 community representatives following consultation that included over 250 local stakeholders as part of the development. The strategy reflects the wider county priorities outlined in Oxfordshire 2030 (the sustainable community strategy for the county) and sets an ambitious new vision for the district
- As part of the development of the new local strategic partnership elected member representation has been increased. In addition the Council facilitated local voluntary sector elections to the partnership, dramatically increasing representation from the sector and increasing the capacity of the voluntary sector to participate.
- The Cherwell Local Strategic Partnership has established the Brighter Futures in Banbury sub-group (with the Council providing the Chairmanship) to lead the local delivery of the Oxfordshire 'breaking the cycle of deprivation programme'.
- The Cherwell approach to job clubs has been recognised by Progress through Partnership (PtP) as good practice and an article appeared in the PtP newsletter outlining it as an example of effective local partnership working.

### **Issues**

- Looking forward 2010/11 will be a critical year for the new Cherwell Local Strategic Partnership. In a context of increasing financial constraint the partnership will need to focus on embedding the new Sustainable Community Strategy priorities and ensuring that by working together greater value and efficiency is delivered locally.

## **2.5 Corporate Scorecard – Corporate Plan Performance Promises**

In 2009/10 the Council made 16 performance promises which were publicly highlighted in the council tax leaflet which was sent to every household in Cherwell. These promises reflect local priorities, are grounded within our strategic objectives and reflect the results of our corporate consultation programme.

Of the 16 promises 13 were met in full, two met in part and one narrowly missed. Full details are in appendix one.

## Successes

- **Contribute to the creation of 200 new jobs in the district** 403 new jobs were created within the district
- **Help and support Cherwell's residents and businesses through uncertain times** the recession has meant that whilst some new jobs have been created others have been lost, the Council has worked with partners to support residents and business by launching an apprenticeships scheme, continuing and adapting the job club, and working to support skills and opportunities for young people not in education, employment or training.
- **Deliver 100 affordable homes** 199 new affordable homes have been delivered in 2009/10. This is a major achievement in recession conditions and results from effective use of planning powers in respect of the few new developments starting, Council capital spend with Housing Associations to buy housing for social rent and also strong promotion of government shared ownership schemes.
- **Make major improvements to Parsons Street, Banbury** the pedestrianisation street scene improvement scheme in Parsons Street has been completed. It has been well received and is a significant contribution to town centre environmental quality and will provide a boost to economic health and vitality
- **Remove 90% of fly tipping with 48 hours** over 90% of fly tips were removed with 48 hours in 2009/10.
- **Increase the household recycling rate** the recycling rate is now 51.3% exceeding the target of 50% and an improvement on last year's performance of 49.6%.
- **Reduce the Council's vehicle emissions by 10%** this year we have improved our fleet and met our performance targets on emissions.
- **Make it easier for local businesses to trade with us** we have participated in a local meet the buyers event and worked with the Oxfordshire Town Chambers Network to place tenders on their website.
- **Take steps to reduce our costs by a further £1 million by 2010/11** By 31<sup>st</sup> March we secured £1million savings.

## Issues

- **Work with partners to start Bicester Town Centre Development** (met in part) progress has been made with the completion of a development agreement and some preliminary work undertaken. Infrastructure work is due between April and September 2010
- **Place 10 new 'Link Points' in rural areas to improve access to services** (met in part) 3 points are now available in local shops, kiosks have been installed in 5 rural locations and there are self service points in Kidlington, Bicester and Banbury. Plans are in place to deliver two further rural Link Points.
- **Increase residents' satisfaction with street and environmental cleanliness from 66% to 70%.** In 2009/10 we just missed this target scoring 67% satisfaction. Although this is an improvement we will continue to focus on street and environmental cleanliness through activities such as local blitzes to ensure our local environment is clean.

## 2.6 Corporate Scorecard – Financial Performance

There are four finance targets. Three are rated green and one is rated amber. 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 £394k which at 2% is within the budget tolerances.
- 99% of the Sports Centres Modernisation capital programme expenditure delivered to schedule.
- £309,000 of procurements savings identified, surpassing the full year efficiency target for the council of £260,000 target for full year.

### **Issues**

- The downturn in the economy has given rise to a number of unanticipated budget pressures. One of the most immediate impacts of the credit crunch in Cherwell, like elsewhere, is the housing market slowing rapidly. There is also rising pressure on a number of Council services, notably benefits and a rise in homelessness will be expected.
- In planning the 2009/10 budget we made provision for the effects of the recession and apart from investment income we have not seen any adverse variances.

## **2.7 Corporate Scorecard – Human Resources Performance**

Three Human Resources indicators are monitored: staff turnover, days lost through sickness, and workforce capacity. These targets are included in the scorecard as they provide an indication of organisational capacity and resource.

All are green having met targets at year end.

### **Successes**

- Positive and proactive management of staff sickness, including a new policy, has meant that this year staff sickness has reduced and targets have been met at all quarters during the year. The average day's sickness per full time employee in 2009/10 was 7.29 in comparison to 8.87 in 2008/09.
- The Council has successfully completed its job evaluation programme and introduced a new pay structure. This has been signed off at national union level.
- The latest staff survey has been undertaken with high response rates across the Council (84%).

## **2.8 Corporate Scorecard – Customer Feedback**

There are three customer satisfaction targets included in the Corporate Scorecard covering: satisfaction with customer service when contacting the council, feeling safe and feeling well informed about council services.

### **Successes**

- We set a target of 90% of customers feeling satisfied with our services when asked, and we measure this on a monthly basis. Targets have been consistently met and exceeded throughout the year, with 94% of customer satisfied in March 2010.

- 83% of people when asked feel safe at home and in their community. This is measured annually through our satisfaction survey. Our target for 2009/10 was 79%.

#### Issues

- Ensure that 72% of customers feel well informed about council services. Our performance is measured annually through our satisfaction survey and for 2009/10 and this year our rating was 67%. The Council's management conference considered this issue and communications are being reviewed in 2010/11.

## 2.9 Corporate Plan Performance

The Corporate Plan is the Council's five year action plan to address our four strategic priorities. Each year the Corporate Plan is refreshed on the basis of robust public consultation and reviewed in response to changing external circumstances such as the continuing economic climate or new policy.

There are 87 targets in the Corporate Plan, 16 of which were highlighted as our public promises for 2009/10 in the council tax leaflet which was sent to every household in Cherwell, and performance is fully reviewed in paragraph 2.4.

### Table 3: Summary of Corporate Plan Performance against Strategic Priorities

For each of the four Strategic Priorities the Council sets a number of targets. The table below provides an overview of our Corporate Plan Performance.

In total 83.9% of the Council Plan targets were met in full, 12.6% reported Amber (being within 10% of target) and 3.4% as having missed the target.

	A District of Opportunity	A safe and healthy Cherwell	A cleaner, greener Cherwell	An accessible value for money council	Total
No. of targets	21	25	21	20	87
Green	19	18	20 *	16	73
Amber	2	4	1	4	11
Red	0	3	0	0	3

\* 4 performance targets in this priority will not have final data figures until June 2010 as they are provided by a third party. Performance is projected to be on target (green).

Full details are in appendix three.

## 2.10 Priority Service Indicators Performance

Our priority service indicators reflect service based priorities and are a mixture of locally determined performance indicators and retained best value



performance indicators. There are 40 targets within this framework of which 9 rely on data from third parties which is not yet available. In 2009/10 we made satisfactory progress against 80.6%

Full details are in appendix four.

### **Successes**

- Number of repeat homelessness cases, in 2009/10 our performance was better than target, recording one repeat case against a target of five.
- NI 187 Tackling Fuel Poverty, our targets for reducing the number of dwellings with low energy efficiency ratings has been met and the percentage of dwellings with a high energy efficiency rating has increased.
- The percentage of the Council's buildings accessible to people with a disability has remained at 100% and will be subject to an ongoing programme of accessibility audits. The Council has also established a disabled person's forum to improve consultation around access and mobility issues.
- The average number of sickness days in 2009/10 was 7.29 against a target of 8 and in comparison to 8.87 in 2008/09.
- Number of pupils visiting Banbury Museum, this year the museum has achieved a record number of school visits, 3932 against a target of 3150.

### **Issues**

- Collection of Council Tax and NDR. Our performance is slightly off track against target. For the collection of Council Tax we have matched the collection rate of last year and are only 0.19% off our target of 98.5%. For NDR performance has dipped slightly due to the business rates deferral scheme which allows customers to defer some payments.
- Percentage of invoices paid within 30 days. For 2009/10 a performance of 98.23% against a target of 99% has been recorded. This includes invoices under query which tend to take slightly longer to resolve. Recognising the importance of supporting local suppliers the Council has added a new performance target to its 2010/11 framework which aims to ensure local suppliers are paid within 14 days.
- Conservation areas: the percentage of conservation areas with an up to date character appraisals is below target at year end (41% against a target of 56%). This is due to the reallocation of council resources to high priority areas. The number of conservation areas within the district is broadly on target, with Mollington being considered by Executive in June 2010 and the number of management plans for conservation areas is on target.

## **2.11 Strategic Service Projects**

There are 8 strategic projects highlighted in the corporate performance framework 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. 7 of the projects are green and 1 amber. Full details are in appendix five.

### **Successes**

- Pedestrianisation of Parsons Street, Banbury: The scheme was largely completed by the end of March, with only minor works and public art installation remaining to be completed. It has been undertaken well within the contract timetable, and significantly under budget, positive feedback has been received.
- Bicester town centre redevelopment: The project is on track. The development agreement has now been signed and infrastructure improvements are scheduled to take place between April and September 2010. Speed of implementation will now depend on final land acquisition.
- Eco town: The Council's bid for support funding from Government was successful with an award of £9.7 million. The project is progressing well with establishment of detailed partnership arrangements and a dedicated technical team. A start has been made on a number of demonstration projects.

### **Issues**

- Flood Alleviation: Implementation has been delayed as a result of procedural / legal problems encountered by the Environment Agency. However the scheme is now back on track with funding secure and the compulsory purchase Inquiry complete. A revised timetable will be available shortly.

## **2.12 Corporate Improvement Plan**

Executive agreed the 2009/10 Corporate Improvement Plan at their meeting on 27 April 2009. The eight priorities of the plan were aimed at ensuring the Council meets its objectives by maximising capacity, understanding of the local community, focusing on performance improvement and value for money:

1. Be recognised as an excellent authority.
2. Deliver value for money by achieving the optimum balance between cost, quality and customer satisfaction for all services.
3. Ensure there is a culture of continuous improvement and innovation across the Council.
4. Work in partnership with others whenever this will enable us to better deliver our objectives, meet community needs, and achieve economies of scale.
5. Recognise the diverse needs of the population and communities of Cherwell and ensure we have integrated this understanding into the way we plan and deliver services.
6. Ensure decision making is based on high quality management and demographic information.

7. Deliver our service promises and new developments and are efficient in the way we do this.
8. Recognise our staff are our greatest asset.

Of the 51 items in the Corporate Improvement Plan, at year end 39 are Green, 11 Amber and 1 Red. Full details are in appendix six.

### **Successes**

- Four Value for Money (VFM) reviews were undertaken in 2009/10 as part of the third year of the VFM programme. These focused on support services, which had been identified as high priority in previous years' reviews. Savings totalling £503,000 were identified over two years from Insurance, Legal Services, Human Resources and Finance.
- The Council has developed a number of shared services, new contracts, and partnership activities, joining Oxford City Council's electrical supplies contract, a benefits service delivery contract with Capita, a joint section 151 officer with South Northamptonshire Council. These activities have generated savings and efficiencies and helped to ensure the Council has met its promise to reduce costs by £1 million in 2009/10.
- During 2009/10 the Council has demonstrated that it has a culture of continuous improvement, quality service delivery and innovative service development. Our approach has been externally recognised and some examples include: the receipt of a small business award from the Federation of Small Businesses, a Five Gold Star winner of the 2009 clean Britain Awards, our website has been accredited with a Crystal Mark for the use of plain English and the Local Authority Research and Intelligence Association recognised our budget consultation as good practice, inviting us to speak at their national conference.
- We continue to hold public consultation through the Equalities and Access Panel and we have improved our consultation through techniques such as booster samples for harder to reach groups, weighting data to reflect the population, and targeted recruitment to public workshops to ensure our consultation is as accessible as possible.
- In 2009/10 we launched a comprehensive consultation portal that provides a single access point for all council consultations. The portal also shows what consultation is planned and the Council's responses. The portal widens access and enables the Council to collect essential customer and community feedback.
- The Council continues to make the best use of socio-demographic information to inform its decision making and improve its understanding of the local community. Highlights in 2009/10 include an expanded 'Living in Cherwell' a full profile of the district which informs corporate and service planning, a full policy and demographic review commissioned in partnership with the Cherwell Local Strategic Partnership to underpin the new sustainable community strategy, the development of a community intelligence hub, to improve the availability of local information to support planning and decision making, working with county wide partners to commission a local information system through the Oxfordshire data

observatory, and commissioning a full review of health inequalities and deprivation in Banbury to provide the evidence base for the 'Brighter Futures in Banbury' programme.

- In 2009/10 the Council has completed an equalities profile of the district and used this to inform a new corporate equalities plan. The plan has 5 key objectives delivering fair access and customer satisfaction, tackling inequality and deprivation, building strong and cohesive communities, positive engagement and understanding, demonstrating our commitment to equality.

#### **Issues**

- Whilst the Council's customer satisfaction rating for 2009 remains stable at 67% (up from 60% in 2006 and 65% in 2007) we have not seen an improvement in our performance of 67% in 2008. Our comparative satisfaction results (as measured in the Place Survey) are strong, outperforming the district, regional and national averages and ranking 38 out of 201 districts nationally. However, we are not complacent and in 2010/11 we will aim to improve our performance of 67% by focusing on new service standards, improving our telephone answering policies and continuing to develop our online services.

#### **2.13 Significant Partnerships Performance**

The Council has identified 17 partnerships as significant due to the level of resources involved or the impact on the Council's strategic priorities. Many of the most significant and challenging issues we face, tackling crime, the environment, economic development, can only be addressed by local agencies working together.

In 2009/10 Cherwell District Council jointly led and completed a county-wide review of thematic partnerships. This has resulted in improved partnership governance arrangements including representation of elected Members, information sharing protocols.

#### **Successes**

- **Cherwell Local Strategic Partnership**  
Launched a new Sustainable Community Strategy which sets out the aims and aspirations for the long term future of Cherwell. Over 250 individual and community groups were consulted as part of the development and the new strategy called our district our future was launched at an event in Kirtlington with over 90 community representatives attending.
- **Cherwell Safer Community Partnership**  
This year the partnership has focused on addressing the fear of crime and anti-social behaviour, CCTV has been upgraded and expanded, community TV has been launched and in partnership with the local radio an innovative 12 month campaign is underway to address perceptions of fear of crime and anti-social behaviour.
- **Bicester Vision**  
The partnership continues to work across the public and private sectors championing the growth and development of Bicester (and its town centre in particular). This year a successful retail summit was held, attracting

almost 150 retailers to learn about the redevelopment of the town centre and the actions being taken to reduce retail crime. In December 2009 the government minister for the south east attended the Bicester Summit (about Bicester's growth and development – including the Eco Town) and held a session with 25 local businesses to hear about the issues affecting them.

- **Banbury Town Centre Partnership**

The partnership has worked to support the vibrancy and development of Banbury town, focusing on the pedestrianisation of Parsons Street, establishing a new market, holding a food fair in August 2009 and supporting the farmers market.

- **Kidlington Village Centre Management Board**

This year the partnership has worked to promote Kidlington by holding a training session for private, voluntary and public sectors companies in the area to make the best of tourism opportunities. Planning permission is now in place for a market in Curtis place, the high street furniture has been replaced and the group is exploring options for further improvement such as full pedestrianisation.

- **Cherwell Homelessness Strategy Partnership**

The partnership continues to work to tackle homelessness and reducing the numbers of people living in temporary accommodation. This year a significant milestone was reached in that numbers fell to 29, below the long term strategy target of 33 for the first time. This was despite the pressures of the recession on the housing market.

## 2.14 **Strategic Risk Review**

We have six strategic risks identified on our register that we review as part of the integrated performance and risk management framework on a quarterly basis. Operational risks are reviewed at the service level. All strategic risks have been reviewed this quarter and there are no additional issues arising. (See appendix 8).

From 2010/11 our risk and performance management and monitoring framework will be fully integrated with shared data management software and a monthly reporting cycle for all strategic, corporate and partnership risks. This will provide an approach to risk linked to our strategic objectives and taking into account any performance issues that may have an impact. Operational risks will continue to be managed at the service level. This approach has been the product of a full review of risk and has been endorsed by the Accounts, Audit and Risk Committee. Our risk management handbook and the performance management framework have been updated to reflect these changes

## **Finance – Annual Report 2009/10**

- 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 23rd June 2010 and then subsequently approved after audit clearance in September 2010.

### **Budget Process 2009/10**

- 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 from September 2008 to December 2008
- 3.3 Interim revenue budget reports were made to the Executive and Scrutiny between December 2008 and February 2009. The budget position was finalised and the Council Tax was set by the Council on 23 February 2009.
- 3.4 During the course of the 2009/2010 year, a number of changes have been made to the original 2009/2010 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 2009 until March 2010, budget monitoring using the "financial dashboard" has taken place which has looked at variances between actual and budget.
- 3.6 As in previous years there has been a detailed focus on the importance of accurate budgeting and appropriate monitoring. This continues to be embedded throughout the Council.
- 3.7 The dashboard analyses 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. We have actively used it within 2009/10 to monitor progress against our efficiency targets and our aim is to develop this further within 2010/11 to ensure that it remains comprehensive and meets our needs for addressing all financial challenges and pressures.
- 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.

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 4.1 The report shows the Council's performance against the Corporate Scorecard and Performance Management Framework in 2009/2010. 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 2009/2010 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 consider any actions arising.

**Option Two** To approve or reject the recommendations above.

### **Consultations Not Applicable**

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### **Implications**

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**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 2009/2010 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 above may be the result of efficiencies and these will be identified in the 2009/10 "Backward Looking" Annual Efficiency Statement.

Comments checked by Karen Muir, Corporate System Account, 01295 221559

**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 Karen Curtin, Head of Finance 01295 221551

**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 Helen Couperthwaite , lead officer on data quality, 01295 221751

**Wards Affected**

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All

## Corporate Plan Themes

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The Performance Management Framework covers all of the Corporate Plan Themes

## Executive Portfolio

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**Councillor James Macnamara**  
Portfolio Holder for Resources

**Councillor Ken Atack**  
Portfolio Holder for Performance Management and Improvement

## Document Information

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Appendix No	Title
Appendix 1	Corporate Scorecard 2009/2010
Appendix 2	Local Area Agreement
Appendix 3	Corporate Plan
Appendix 4	Priority Service Indicators
Appendix 5	Strategic Service Projects
Appendix 6	Corporate Improvement Plan
Appendix 7	Significant Partnerships
Appendix 8	Strategic Risks
Appendix 9 a – 9b	2009/2010 Revenue outturn and Carry forward Items.
Appendix 9c & 9ci	Capital Outturn Overview and Detail
<b>Background Papers</b>	
Cherwell District Council – Consultation Strategy Progress Review 2009/10 <a href="http://www.cherwell.gov.uk/index.cfm?articleid=4115">http://www.cherwell.gov.uk/index.cfm?articleid=4115</a>	
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