



CABINET

6TH MARCH 2014

AGENDA ITEM (12)

SUMMARY FINANCE/SERVICE PERFORMANCE REPORT - 2013/14 QUARTER 3

Accountable Member	All relevant Cabinet Members	
Accountable Officers	Mary-Ann Forrest Performance and Policy Analyst 01285 623163 mary-ann.forrest@cotswold.gov.uk	Philip Alway Business Partner Manager 01285 623305 philip.alway@cotswold.gov.uk

Purpose of Report	To summarise overall performance for the Council, with particular focus on progress towards achieving the Council's top tasks, and efficiency measures. To provide information on the Council's capital expenditure, capital receipts and use of reserves.
Recommendations	That service and financial performance for Quarter 3 of the financial year 2013/14 be noted
Reason for Recommendation	The Council's performance management arrangements provide the Audit and Scrutiny Committee and the Cabinet with the opportunity to consider and comment on performance on a quarterly basis.

Ward(s) Affected	None
Key Decision	No
Recommendation to Council	No

Financial Implications	As described in sections 2 and 3 of the report
Legal and Human Rights Implications	Nil
Human Resource Implications	Nil
Environmental and Sustainability Implications	Nil
Human Resource Implications	Nil
Key Risks	As described in section 4 of the report

Equalities Analysis	Not required
Related Decisions	The Council or the Cabinet approve all new capital schemes
Background Documents	Two performance reports are available in the Members' Room: Heads of Service report on progress on all key tasks which contribute to Council Priorities, and a Performance Indicator report
Appendices	Appendix 'A' - Progress towards achieving our top tasks Appendix 'B' - Progress on efficiency measures Appendix 'C' - Expenditure variances over £10,000 Appendix 'D' - Income variances over £10,000 Appendix 'E' - Summary of gross capital expenditure
Performance Management Follow Up	None
Options for Joint Working	Joint Working progress will be documented under the top task 'To review the Joint Working Strategy, and deliver savings of £600,000 over the next five years'

Background Information

1. Operational Performance

1.1 The final update of the Corporate Strategy and Plan 2012-15 (2014/15 update) which sets out the Council's aim, priorities, and new top tasks, and the Budget 2014/15 were approved by Cabinet in February for recommendation to Council. Heads of service are developing their service plans for the forthcoming year, which demonstrate how each service contributes to achieving the Council's priorities.

1.2 Each quarter, the Council monitors its progress towards achieving the aim and priorities set out in the Corporate Strategy and Plan as well as service performance, which is reported together with our financial performance as part of this report.

1.3 The Budget Strategy 2013/14 includes savings of £858,000 to be delivered during this financial year; a number of projects, including some of our twelve top tasks will contribute to this achievement.

Performance Against Top Tasks

1.4 Overall, we are broadly on target with the delivery of the Council's top tasks. Two of the twelve top tasks have been completed, and the majority of the remaining top tasks are progressing largely as expected, although some minor adjustments to timings have had to be made to some tasks. A full update is attached at **Appendix 'A'**.

1.5 To date, two top tasks have been completed:

- To implement a new joint website which provides greater access to information through improved navigation and signposting, and leads to higher levels of user satisfaction, supports 'channel shift', reduces costs and facilitates communication with our communities and users - a shared IT platform with West Oxfordshire has been implemented, and the Council's new website went 'live' during the first week of November. Officers will be monitoring both the usage of the website and the benefits;

- To brief parishes to enable them to contribute effectively to the site allocation process at the facilitated workshop events - Cotswold officers produced evidence packs for the Parishes in preparation for the workshop in January 2014, facilitated by Gloucestershire Rural Community Council.

Performance Against All Tasks

1.6 Our Council priorities are:

- Freeze Council Tax for the next three years whilst protecting front line services that matter to our residents;
- Maintain and protect our environment as one of the best places to live, work and visit; and
- Work with local communities to help them help themselves.

1.7 Our Service Delivery Plans 2013/14 demonstrate how each service contributes to the achievement of these priorities. The Council has delivered just over a fifth of its service plans; although this is lower than one would expect at this point in the year, there are a greater number of longer running projects than usual that are not scheduled to finish in this financial year.

Table 1 - Summary of Performance - All Key Tasks

Status	2012/13 Q3		2013/14 Q3	
	Number	% ¹	Number	% ¹
Achieved	16	41	8	21.6
In progress	22	56.4	25	67.6
Overdue	0	0	1	2.7
On hold/superseded	1	2.6	3	8.1
Total	39		37	

Performance Against All Indicators

1.8 In Q3, there was a marked overall improvement in service performance with over 85% of indicators on or close to target.

Table 2 - Summary of Performance - All PIs

Status	2012/13 Q3		2013/14 Q3	
	Total	% ¹	Total	% ¹
On target or exceeded	17	51.5	21	75.0
Within tolerance	8	24.2	3	10.7
Below target	8	24.2	4	14.3
Total	33		28	
No target/no data	2		3	

¹ Percentages have been rounded

Efficiency Measures

1.9 The Council's aim is 'to be recognised as the most efficient council in the country', and the Corporate Strategy 2012-15 sets out how we will measure our progress using a basket of indicators:

- Overall cost of council services per head of population (Revenue Estimates)
- Rate of increase in council tax
- Time taken to process housing benefit/council tax benefit – new claims
- Percentage of council tax collected
- Amount of household waste per household (kg)
- Percentage of household waste sent for recycling, composting and reuse
- Sickness absence rate
- Unemployment claimant rate (job seekers allowance)
- Overall crime rate per 1,000 population

1.10 Last year, we established baseline rankings for each indicator and an overall ranking for the whole basket of indicators which we will use to gauge future improvements. One year on, a repeat of the rankings exercise has produced favourable results indicating an overall improvement in our ranking from nine out of 201 shire district councils to five (low is good).

1.11 The latest update on how we are performing against each of the indicators is provided at **Appendix 'B'**. The baseline rankings primarily relate to 2011/12 outturns, and the current rankings to 2012/13 outturns.

2. Financial Performance

2.1 The Council's budget strategy for 2013/14 assumes a budget surplus and contribution to the General Fund reserve of £120,252. The Council's Financial Rules require budget variances in excess of £10,000 to be reported to Members.

2.2 At the end of Q3, the Council has spent £6,185,793 against its profiled net budget of £6,359,537. This represents an-underspend against budget of £174,743 for the first 9-months of the year.

2.3 Variances against budget exclude those areas relating to Leisure Services. Following the transfer of a number of facilities to SLM in July there are still a number of residual costs and income to be charged between the Council and SLM. Until these transfers have been completed it is difficult to report an accurate variance for the service.

2.4 Direct expenditure budgets with variances of over £10,000 are attached at **Appendix 'C'**.

2.5 Income budgets with variances in excess of £10,000 are attached at **Appendix 'D'**.

3. Capital Expenditure, Capital Receipts and Reserves

3.1 A summary is attached at **Appendix 'E'**.

3.2 Capital Activity

3.2.1 Within Private Sector Housing there have been 130 Disabled Facility Grant (DFGs) applications. Out of 130 applications, 125 have been approved and 111 of these have now been completed. No Stay Safe grants have been approved to date, but one is currently under consideration.

3.2.2 The new Website for Cotswold District Council and West Oxfordshire District Council is now live. Work on LEAPS (shared Planning, Licensing and Public Protection system) and work to

implement the joint payments system (CIVICA) continues. New telephone equipment has been procured and rolled out across both CDC and WODC. Further ICT Infrastructure improvements are scheduled for 2013/14, which includes the installation of a backup link for both Councils and works to improve the power supply to the CDC server room.

3.2.3 A programme of flood prevention works were commenced in Moreton-in-Marsh during 2012/13, with works to Bourton on the Hill Road completed and a bund to the West of Swan close nearing completion. Local reports state that this work has already prevented highway and property flooding but more major work is required to the South of the Town. The schemes will continue into 2014/15. In Chipping Campden a bund at Westington Mill has recently been completed. Works are planned for Bourton on the Water to construct a flood defence wall at the Ford on the river Windrush. Other works include flood prevention schemes at Lechlade, Somerford Keynes, North Cerney, Baunton, Whelford and Paxford.

3.2.4 The Council purchases fleet vehicles to enable Ubico Limited to deliver environmental services on its behalf. Vehicles are replaced as part of a planned programme approximately every seven years, when they are no longer financially viable to maintain or are in poor condition which would impact severely on service provision. These vehicle costs are budgeted for as part of the overall service provision.

3.3 Capital Receipts and Disposals

There were no Capital receipts or disposals during Q3.

4. Risk Management

4.1 Using the Council's approved evaluation criteria and methodology, any risk scoring 12 or above is considered a primary risk.

4.2 Corporate Risks

4.2.1 The Corporate Risk Register was reviewed and updated on 20th January 2013 by the Risk Management Group, which comprises a Strategic Director and other Senior Managers. In summary, there were a number of adjustments made to the register; these were mainly small adjustments resulting in reduced risk ratings.

4.2.2 At the end of Q3, the register contained three primary risks. Two primary risks are retained from the previous quarter:

- Unidentified implications from legislative changes that are imposed upon the Council – the impact was reduced slightly as the proposal to top slice New Homes Bonus to fund Local Enterprise Partnerships from 2015/16 was withdrawn. However, further consultation is expected on New Homes Bonus;
- A legal challenge leading to financial or policy implications – there was no change in rating from the previous quarter. There are planning appeal costs related to the Tetbury sites, and an on-going litigation on land charges. A one off cost to support the Cotswold Water Park prosecution was approved by Cabinet in November.

4.2.3 One risk was promoted to primary level:

- Legislative changes or government initiatives - the impact was increased from 2 (minor) to 5 (extreme) – Central government has signalled its intention to consult on changes to New Homes Bonus, in particular introducing a mechanism to withhold payments where planning approvals are granted on appeal. If this is applied to houses completed on previous decisions approved at appeal it could have a serious negative financial impact on the Council

4.3 Service Risks

Service Risk Registers were updated by Officers to reflect changes to risk ratings at the end of Q3, and all service risks scoring 12 and above were reviewed by the Risk Management Group. At the end of Q3, the Service Risk Registers contained three primary risks.

5. Audit and Scrutiny Committee

This report will be reviewed by Audit and Scrutiny Committee at its Meeting on 18th March 2014. The report will also be e-mailed to Members of that Committee for questions, and responses will be provided prior to the Meeting.

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