

Report of: Peter Sloman - Chief Executive

To: Executive Board/ Finance Scrutiny Committee

Date: 3rd December 2007 / 13th December 2007 **Item No:** 10

Title of Report : 2nd quarter 2007/08 Performance Report

Summary and Recommendations

Purpose of report: This report highlights the performance for the second quarter (July – September) 2007/08 in the areas of specific interest for Executive Board

Key decision: No

Portfolio Holder: Cllr John Goddard

Scrutiny Responsibility: Finance

Ward(s) affected: All

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

Policy Framework: Oxford Plan

Recommendation(s):

1. Note the report

Background and context

- 1 This report outlines the 2nd quarter performance indicator results. Appendix A lists Director comments on all indicators that are not on target. Appendix B lists the results alongside year-end quartile positions, year-end targets and annual trend. Results are colour coded in accordance to the attainability of their year-end target (on target, within tolerance or intervention / explanation required).

2nd Quarter Performance Indicators (PI's)

2 Improvements

Compared to the same time last year, 33 (65%) indicators demonstrated improvement including;

- Recycling (KPI 11) - 36% (8,628 tonnes) of household waste is recycled or composted; this is an improvement from last year where we recycled or composted 22% (5,241 tonnes) of domestic waste
- Street cleansing (KPI 12) - 93% of our streets are deemed as an acceptable level of cleanliness. This is an improvement on July's result of 79%. The year to date average of 86%, which is similar last year. The other street cleaning

indicators show an improvement; 2% of our land has graffiti below an amount deemed to be acceptable. 1% of our land has fly posting below an amount deemed to be acceptable.

- Rough sleepers (BV202)– The overall trend of rough sleeping numbers is downward, the last count totalling 8 rough sleepers, which is in line with our target.
- Households in temporary accommodation (KPI09) - The continued success of the homelessness prevention activities has delivered further reductions. There are now 529 households in temporary accommodation in the city, which is below the year-end target of 581.
- Decent homes (KPI 13) – After a slow down in progress during the first two months of the quarter, performance is back on target. During September 59 of our homes were classed as decent, bringing the overall total number of decent homes to 6,265 (79.93% of housing stock). We are confident that the year-end target of 82.42% will be met.
- Processing benefits (KPI 18) – Time taken to process new applications is 23.54 days, this is within target and an improvement from 30.31 days this time last year. Time taken to process changes in circumstances has also improved showing 14.94 days, this is within target and an improvement from the 19.59 days this time last year.
- Council tax collected (KPI 16) - Collection of the 2007/08 Council Tax debt remains up on last year. The collection rate at the end of Sept was 56.37% as opposed to 55.57% this time last year.

3 **Not on target**

Compared to the same time last year, 17 (33%) PI's demonstrated decline in performance and 11 (20%) are not on target. Results per directorate are listed below. Commentary for red measures can be seen in Appendix A

Performance per directorate

Physical Environment

- 4 There are 22 indicators in total for this directorate; we are waiting for 1 result. 11 measures are green (on target). 7 measures are amber (within tolerance) and 3 measures are red (intervention / explanation required). The red measures are:
- KPI10a & b planning appeals
 - BV84b Percentage change from previous year in household waste collection

Housing Health and Community

- 5 There are 13 indicators in total for this directorate; we are waiting for one result. 10 measures are green (on target). 2 measures are amber (within tolerance). There are no measures showing red (intervention / explanation required).

Finance and Corporate Services

- 6 There are 23 indicators in total for this directorate; we are waiting for one result. 11 measures are green (on target). 3 measures are amber (within tolerance) and 8 measures are red (intervention / explanation required). The red measures are:
- BV11c Percentage of top 5 percent of earners that have a disability
 - BV16a Percentage of employees declaring a disability
 - BV17a Percentage of employees from BME communities
 - BV12 Average days lost to sickness absence
 - BV76b Number of fraud investigators per 1000 caseload

- BV76c Number of fraud investigations per 1000 caseload
- BV79b (ii) Percentage of overpayments recovered
- BV79b (iii) Percentage of overpayments written off

Progress against Key Performance Indicators

- 7 Finance Scrutiny requested separate information on the 24 KPI's chosen for focus this year.

Physical Environment

- % Waste recycled and composted ✓ close to target
- Major planning applications ✓ close to target
- % Streets clean ✓ close to target
- % Delegated planning appeals successful ✗ not on target, confident target will be met
- % Committee appeals successful ✗ not on target, confident target will be met

Housing Health and Community

- % Rent collected ✓ on target
- Average re-let time ✓ on target
- Households in temporary accommodation ✓ on target
- Number of affordable housing units ✓ on target
- % Homes decent ✓ on target
- Score against checklist for Environmental Health ✓ close to target

Finance and Corporate Services

- % Council tax collected ✓ on target
- Sickness absence ✗ not on target,
- Time to process benefit claims ✓ on target
- Time to process benefits change of circumstances ✓ on target
- % Benefits calculated correctly ✓ on target
- Benefit overpayments recovered ✓ on target
- Top 5% of earners who are women ✓ close to target
- Top 5% of earners from BME communities ✓ close to target
- Top 5% of earners with disabilities ✗ not on target,
- % Variance against projected year end (general fund) ✗ not on target,
- % Variance against projected year end (HRA) ✓ on target

- 8 2 KPI's are measured annually:

- BV2a Equalities Standard

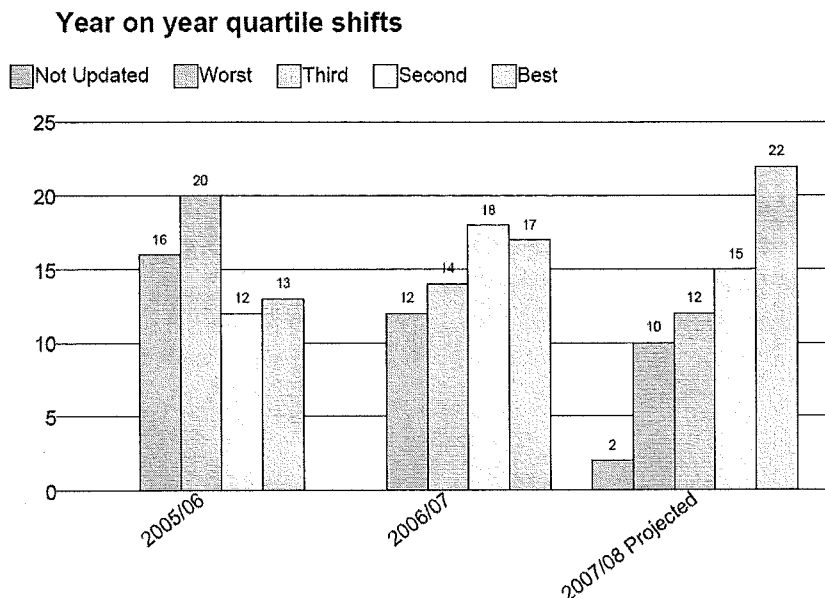
A separate report giving detail on progress towards equalities standard level 3 is being discussed elsewhere on the committee's agenda. The result for BV2b (race equality checklist) is missing from this report as this indicator is currently being recalculated as part of the progress within the equalities agenda.

- Annual survey on satisfaction of cleanliness

The Audit Commission requires local authorities to conduct Best Value General User surveys every three years to monitor residents' satisfaction. Some local authorities have begun to carry out annual satisfaction surveys so they can monitor satisfaction more closely and as such we listed this as a possible key performance indicator. We have been identifying the value in carrying out a costly annual general satisfaction survey identical to the BVPI survey, particularly as we have been making improvements in the areas where our satisfaction scores were low during the last six months. We are exploring capturing customers comments in other ways such as using 'Talkback'. Returns from Talkback surveys are usually between 60 and 70% so a good response rate can be guaranteed.

Quartile movements

- 9 The table below shows quartile movements over the previous two years along with projected quartile figures for 2007/08. The quartiles figures used are for the financial year 2005/06. The quartiles for last year (2006/7) are due to be released from the Audit Commission in December. We will be updating our records and notifying staff / members any changes that may occur.



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

Directorate and Portfolio Holder Plans

- 11 The corporate business planning process has been streamlined. There are now 3 Directorate plans that highlight efficiencies and new bids agreed in this years budget setting. The Finance Director will be reporting separately in more detail against efficiencies. The 3 charts (one per directorate), give a snap shot of what projects are to be completed when. All projects / actions have been assigned to a portfolio holder to increase internal challenge. Progress can be seen in Appendix C.

12 New Government Performance Framework

This will be the last year that we are collecting the Best Value Performance Indicators (BVPI's) and reporting them to Central Government. Central Government have been promising for some time that they will reduce the reporting burden placed on Local Authorities. They believe that local authorities should set their own local priorities and monitor accordingly. The new indicator set has therefore dramatically reduced (from 1,500 to 200) and is supposed to only measure Governments key national priorities.

- 13 Whilst this seems good news for us, it is a little complicated. The new performance framework is focused on outcomes and delivery through partnership working e.g. county council, police, pct and other bodies. The targets for area assessments will be agreed through the Local Area Agreements. Its still not clear what we will be collecting or working in partnership to report on. We also need to think about our internal performance management framework in order to run an efficient and effective local council. We will probably retain some of the more useful

BVPI measures for our local purposes. The performance team and senior managers are exploring what this document means and how all the agencies included will be working together.

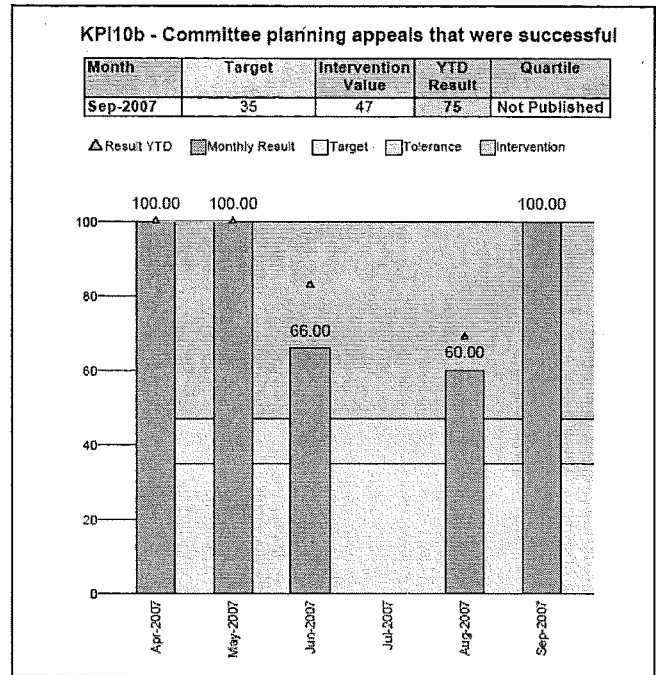
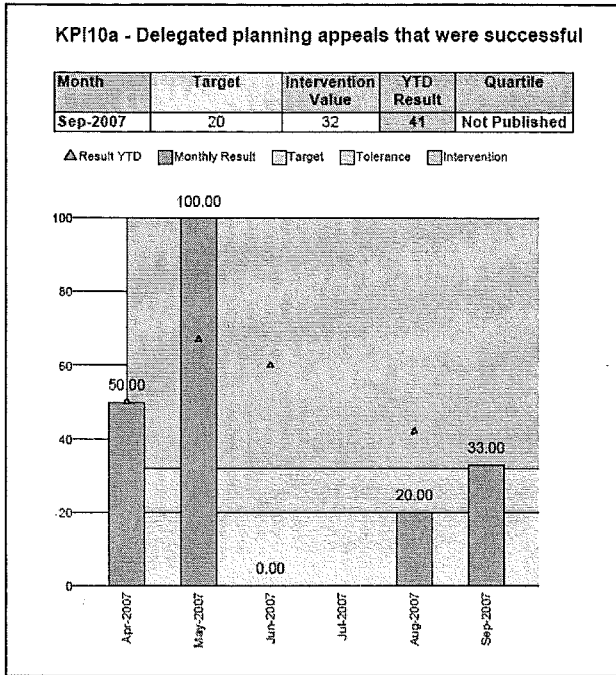
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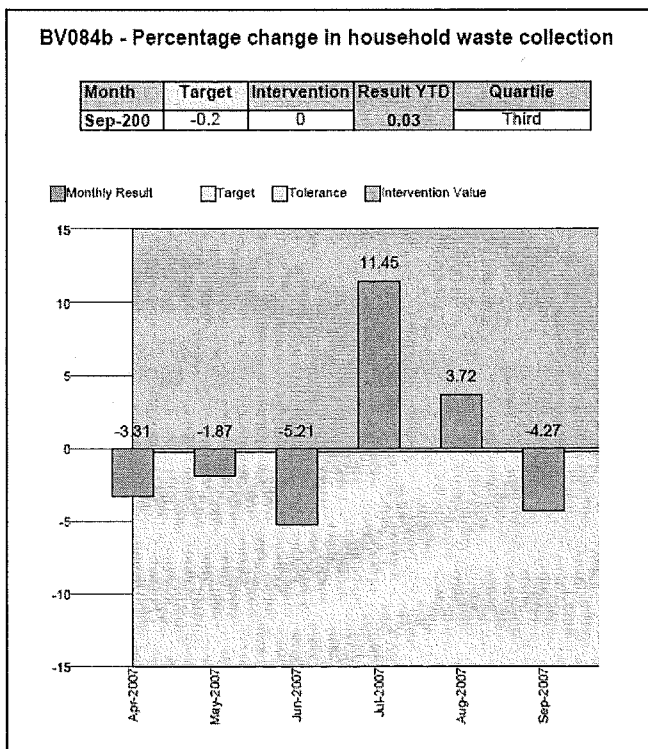
Email:psloman@oxford.gov.uk

Appendix A Physical Environment: Red Measures



KPI 10a / b

30 appeal decisions received to the end of Q2. 16 of which have been allowed - 6 delegated decisions and 10 committee decisions. More detailed analysis is underway to see which type of decisions we are unable to substantiate on appeal. However indications are that while the Council is successful in defending some of its decisions to resist the development of flats on small sites, the planning inspectorate is still allowing a high proportion. Area Committees will want to take account of this in their decisions; this is a particular pressure for Cowley and North ACs. The Council, having consulting on the Balance of Dwellings SPD, will adopt this soon. It is hoped this will reassure local residents and provide a stronger evidence base when the Council does refuse such applications in the future.



Waste KPI's

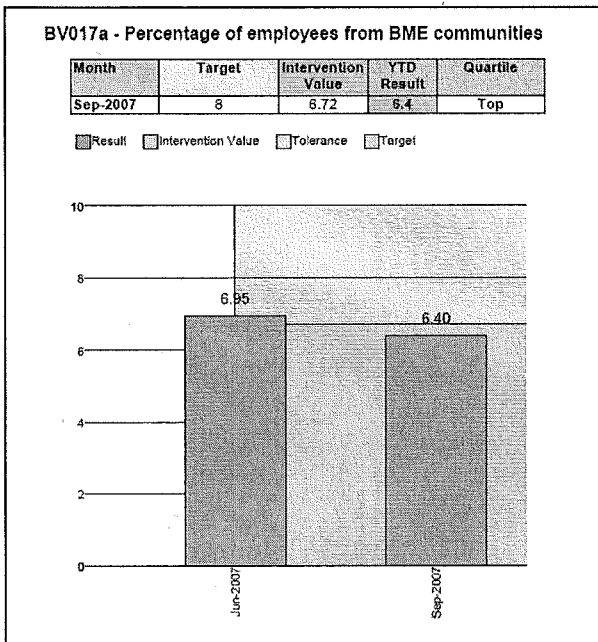
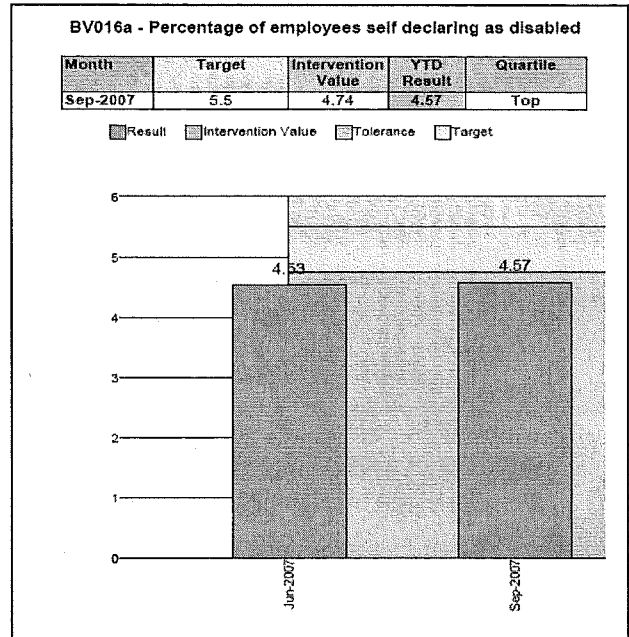
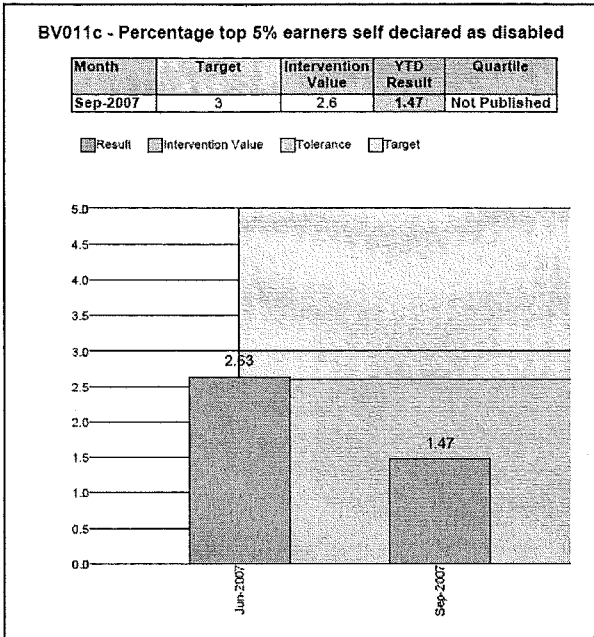
36% (8,628 tonnes) of household waste is recycled or composted, this is an improvement from this time last year where we recycled or composted 22% (5,241 tonnes) of total domestic waste.

July and August increase in household waste due to the floods, levels returned to normal in September.

Environment scrutiny receives and discusses the detail in all waste indicators.

Oxfordshire Waste Partnership is closely monitoring this to ensure that we focus on waste minimisation. This will be through joint communication and education campaigns.

Appendix A Finance and Corporate Services: Red Measures



Equalities red measures

Context: Headcount figure is 1530 employees. 98 employees are from BME communities (BV17a). 79 employees have declared a disability. The top 5 % earners equates to 68.16FTE employees, there is only one employee within this group who has declared that they have a disability.

The Council is undergoing a management restructure, which is likely to affect all equality results. Pending the management structure, HR will also be reorganised. In the new structure there will be a HR Advisor - part of whose objective is to look at improving diversity within the council.

BV12 – sickness absence

The average absence per employee for the first 6 months of the year was 5.71 days. For the same period last year the average number of days that employees took off was 5.10. This means that there has been an increase of 0.61.

There is no BV12 graph on this appendix, as corvu data only contains year to date results. HR use compel to produce periodic results.

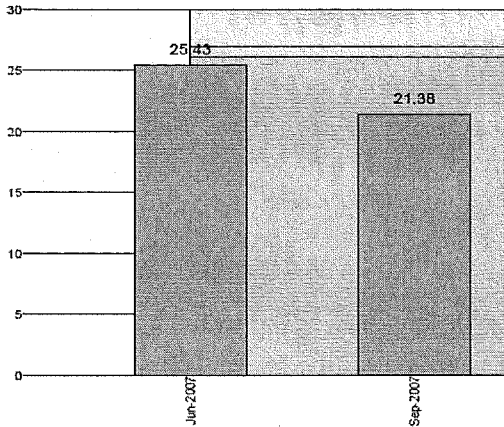
Finance received a detailed report on sickness absence in their October meeting. Actions included; Directors continue to receive a report, on a monthly basis, giving details of the Council's sickness status against the BVPI. This will include details of how sickness absence is being managed. This report will be underpinned by a more detailed report, again on a monthly basis, for each business unit showing individual employee details

Appendix A Finance and Corporate Services: Red Measures continued

BV076c - number of fraud investigations/1000 caseload

Month	Target	Intervention Value	YTD Result	Quartile
Sep-2007	54	52.28	48.81	Not Published

■ Quarterly Result ■ Intervention Value □ Tolerance □ Target



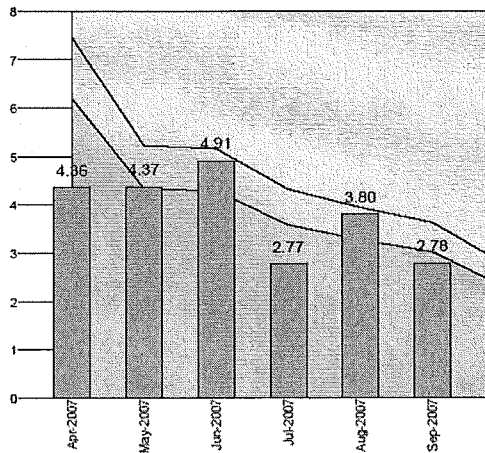
BV76b / c Fraud investigations

The investigation team is currently 1.5 FTE down on Q2 of 2006/07

BV079b(ii) - this & all previous years' over payments recovered

Month	Target	Intervention Value	YTD Result	Quartile
Sep-2007	29.74	24.7	22.99	Second

■ Quarterly Result ■ Intervention Value □ Tolerance □ Target



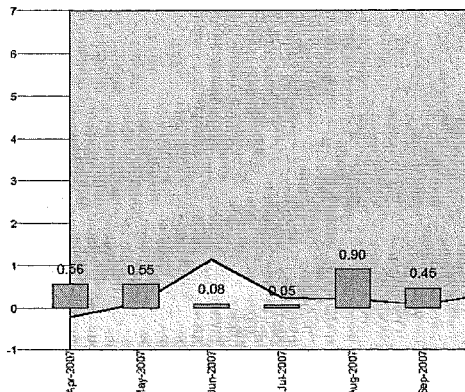
BV79b (ii) overpayments recovered

As at the end of the first half-year this indicator had reached 22.99%. This is down on the result at this time last year (24.07%) and at this stage it seems unlikely that we will hit the year-end target of 45%. Our main problem is that this indicator looks at not just overpayments raised during the current year, but also at the arrears carried forward. Our arrears were high - £3,294k as at 31/03/07 and we have debts going back over 10 years. The rate of collection for these early years is very slow - there are limits to what we can deduct from current HB entitlement.

BV079b(iii) - this & all previous year's overpayments written off

Month	Target	Intervention Value	YTD Result	Quartile
Sep-2007	1.46	1.52	2.59	Not Published

■ Monthly Result □ Target □ Tolerance □ Intervention Value



BV79b (iii) overpayments written off

This indicator had reached 2.59% at the end of Sept as opposed to 1.52% this time last year. This is due to some £116k being written off in the first HY of 2007/08 as opposed to £70k in the same period last year. It is sensible to write off debts that satisfy the write off criteria as early as possible to make the arrears a more realistic figure. Our annual target is to keep write offs within 7% of the total of the arrears plus the debts raised in the current period.

Finance Scrutiny Quarter 2 Summary for 2007/08

(Housing Health and Community)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
Reduce inequality through social inclusion					
Work with partner organisations to promote health and social welfare, and to reduce fuel poverty.	BV066b % tenants with more than 7 weeks rent arrears	7.95%	Better	Third	8.00%
	BV066c % tenants in arrears who have Notices Seeking Possession	8.93%	Better	Worst	12.00%
	BV066d % of tenants evicted as a result of rent arrears	0.13%	Worse	Best	0.26%
Be an effective and responsive organisation, providing value for money services					
Improve the quality and accessibility of our services and improve customer satisfaction. Deliver services that are good value for money.	BV166a/KPI23(**) Score against checklist for Environmental Health	80.00%	Better	Worst	86.00%
	BV066a/KPI22 % housing rent collected	93.47%	Worse	Worst	97.10%
Tackle climate change and promote environmental resource management					
Promote alternative energy sources and maximise fuel efficiency across the Council and the city.	BV063(**) Average SAP rating for LA owned dwelling	Work in progress	n/a		70/120
More housing for Oxford, better housing for all					
Increase the quantity and quality of social and affordable housing.	BV183b(**) The average length of stay in hostel type shared facility accommodation in weeks	7.95 Weeks	n/a	Third	10 Weeks
	BV184b(**) % change in the proportion of non-decent LA homes so far this financial year	10.72%	Better	Second	21.80%
	BV212/KPI24 Average relet time for Council houses in days (Excluding time taken for major works)	21.74 Days	Better	Best	28.00 Days
	[LAA TARGET] KPI08 - Number of new affordable housing units completed since 01-Apr-2006	314 Units	Better	Not Applicable	300 Units
	KPI13 - % Housing stock meeting the decent homes standard	79.93%	Better	Not Applicable	82.42%

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

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

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

Finance Scrutiny Quarter 2 Summary for 2007/08

(Housing Health and Community)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
Tackle and reduce homelessness.	BV202 The number of people sleeping rough on a single night within the area of the local authority	8 Rough sleepers	Better	Worst	8 Rough sleepers
	KPI09 - Number of households in temporary accommodation	529 Households	Better	Not Applicable	542 Households

10.11

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

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

Colour Coding (based on profiled targets):

Red - intervention/explanation required

Amber - within tolerance

Green - on or ahead of target

No colour - not updated or no target set

Finance Scrutiny Quarter 2 Summary for 2007/08

(Physical Environment)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
Reduce inequality through social inclusion					
Develop cohesive communities and support cultural diversity.	BV156 % Council buildings with facilities for and accessible to people with disabilities	83.00%	Equal	Best	93.00%
Be an effective and responsive organisation, providing value for money services					
Deliver services that are good value for money.	BV204(**) % planning of appeals that were successful	Work in progress	n/a	Not Published	30.00%
	KPI10a - % delegated planning appeals that were successful	41.00%	Worse	Not Applicable	20.00%
	KPI10b - % Committee planning appeals that were successful	75.00%	Worse	Not Applicable	35.00%
Tackle climate change and promote environmental resource management					
Increase recycling rates to 45% by 2008 with a long-term goal of zero waste.	BV082a (i) (***) % of household waste recycled	23.53%	Better	Best	27.32%
	BV082a (ii) Tonnage of household waste recycled	5623 tonnes	Better	Second	12392 tonnes
	BV082b (i) (***) % of waste composted	12.57%	Better	Second	10.82%
	BV082b (ii) Tonnage of household waste composted	3004 tonnes	Better	Second	4910 tonnes
	BV084a(***) Kilograms of household waste collected per head	160 kg	Worse	Best	318 kg
	BV084b Household waste collection (% change from previous year)	0.03%	Worse	Third	-0.20%
	KPI11 - % domestic waste recycled or composted	36.11%	Better	Not Applicable	38.14%
Improve the local environment, economy and quality of life					
Seek to sustain the city's economic and cultural status and success.	BV109a/KPI21(**) % major planning applications determined in 13 weeks	62.00%	Worse	Third	75.00%
	BV109b(**) % minor planning applications determined in 8 weeks	80.00%	Worse	Second	80.00%
	BV109c(**) % all planning applications determined in 8 weeks	90.00%	Better	Second	85.00%
	BV170b Visits/usage in person per 1000 population	216 Visits	Better	Second	368 Visits
Keep our streets and neighbourhoods clean and tidy.	BV170c School pupil visits to museum	2309 Visits	Better	Second	4000 Visits
	BV199a(**) % land with unacceptable levels of litter	14.00%	Better	Second	13.00%
	BV199b % land with unacceptable levels of graffiti	2.50%	Better	Third	4.00%
	BV199c % land with unacceptable levels of fly-posting	2.50%	Better	Worst	3.00%

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

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

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

Finance Scrutiny Quarter 2 Summary for 2007/08

(Physical Environment)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
	BV218a % vehicles reported as abandoned investigated within 24 hours	99.00%	Better	Best	99.50%
	BV218b % abandoned vehicles removed within 24 hours	96.67%	Better	Best	94.00%
	KPI12 - % streets free from litter	86.00%	Better	Not Applicable	87.00%

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

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

Colour Coding (based on profiled targets):
 Red - intervention/explanation required
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 Green - on or ahead of target
 No colour - not updated or no target set

Finance Scrutiny Quarter 2 Summary for 2007/08

(Finance and Corporate Services)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target	
Reduce inequality through social inclusion						
Develop cohesive communities and support cultural diversity. Ensure that the economic success of the city is shared by all sections of the community.	BV002b(**) The duty to promote race equality checklist score	Work in progress	n/a		84.21%	
	BV011a/KPI20a(**) % top 5% earners that are women	26.92%	Worse	Third	28.00%	
	BV011b/KPI20b(**) % top 5% earners from BME communities	0.00%	Equal	Third	2.00%	
	BV011c/KPI20c(**) % of top 5% earners that have a disability	1.47%	n/a	Not Published	3.00%	
	BV016a(**) % employees declaring DDA	4.57%	Worse	Best	5.50%	
	BV017a(**) % employees from BME Communities	6.40%	Worse	Best	8.00%	
	BV078a/KPI18a (**) average time for processing claims in days	23.54 Days	Better	Best	24.00 Days	
	BV078b/KPI18b (**) average time to process of change of circumstances in days	14.94 Days	Better	Third	15.00 Days	
	Be an effective and responsive organisation, providing value for money services					
	Deliver services that are good value for money.	BV008(**) % undisputed invoices paid within 30 days	96.69%	Better	Second	96.50%
BV009/KPI16(**) collection rates within year for Council Tax		56.37%	Better	Third	97.00%	
BV010(**) collection rates within year for NNDR		61.72%	Worse	Best	99.20%	
BV012/KPI17 Average time (in days) per employee lost due to sickness		5.71 Days	Worse	Worst	10.50 Days	
BV014 % Staff retiring early		0.00%	Better	Best	2.00%	
BV015 % Staff retiring on the grounds of ill health		0.06%	Equal	Best	0.15%	
BV076b number of fraud investigators/1000 caseload		0.31 per 1000 Cases	Worse	Not Published	0.37 per 1000 Cases	
BV076c(**) number of fraud investigations/1000 caseload		46.81 per 1000 Cases	Worse	Not Published	108.00 per 1000 Cases	
BV076d number of prosecutions & sanctions/1000 caseload		2.95 per 1000 Cases	Better	Not Published	5.20 per 1000 Cases	
BV079a/KPI19a(**) % cases where calculation of benefit was correct		97.20%	Better	Third	96.00%	
BV079b(i)/KPI19b (**) % this year's overpayments recovered		86.51%	Better	Best	87.00%	
BV079b(ii) (**) % this year's & all previous years' overpayments recovered		22.99%	Worse	Second	45.00%	

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

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

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

Finance Scrutiny Quarter 2 Summary for 2007/08

(Finance and Corporate Services)

Priority Aim	Measure	Result YTD	Year on Year Trend	Quartile	2007/08 Year End Target
	BV079b(iii) (**) % this year's & all previous years' overpayments written off	2.59%	Worse	Not Published	6.00%
	KPI02 - % variance forecast against the full year budget for general fund net revenue spend	1.45%	Better	Not Applicable	0.00%
	KPI03 - total variance forecast (at surplus/deficit level) as a % of the full year expenditure budget for HRA revenue spend	-4.52%	Better	Not Applicable	0.00%

10.15

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

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

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Finance and Corporate Services September

Project / Action	Code	£££	Business Unit	PH	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan-08	Feb-08	Mar-08	Apr-08	May-08	
Reduce inequality through social inclusion																			
Implement single status			HR	JG															
Council tax benefit take up campaign			Revs + Bens	JC															
Introduce Local Housing Allowance			Revs + Bens	JC															
OSP – develop sustainable community strategy		20,000	Strategy	MAK															
Equalities standard level 3			Strategy	JG															
Be an effective and responsive organisation, providing value for money services																			
HR Policy framework (review and implement)			HR	JG															
HR payroll solution			HR	JG															
Improve use of resources scores			Finance	JG															
Embed risk management			Finance	JG															
Lexcel accreditation for legal			Legal + Demo	JG															
Revised constitution			Legal + Demo	JG															
Increase satisfaction with Council – staff and customers			Strategy	DR															
Implement technology lifecycle plan		500,000	Business Syst	JC															
Data centre relocation		100,000*	Business Syst	JC															
New procurement strategy to incorporate sustainability			Facilities	JC															
Review admin and training	SFHR01	40,000	HR	JG															
Complete e-recruitment	SFHR02	20,000	HR	JG															
Use of CD to reduce paper / postage	SFHR03	20,000	HR	JG															
Simplify S&R management	SFSR02	40,000	Strategy	JG															
Simplify monitoring of staff budgets	SFFA01	50,000	Finance	JC															
Reduce KPMG programme by 20 days	SFFA02	10,000	Finance	JC															
Cash office – additional savings	SFFA03	27,000	Finance	JC															
Review management structure (legal and democratic)	SFLD01	53,000	Legal + Demo	JG															
Vacant post removed egov	SFACSD03	45,000	Business Syst	JC															
Change cleaning rotas in SAC	SFFM02	10,000	Facilities	JC															
Collection fund est surplus	SFRB01	86,000	Revs + Bens	JC															
Greater Use of On line training	SFRB02	65,000	Revs + Bens	JC															
Reduce staff in ctax / insp of c tax discounts	SFRB03	45,000	Revs + Bens	JC															
Targeted work on overpayments and collection rates	SFACD01	200,000	Revs + Bens	JC															
Vacant post not filled	SFSR03	20,000	Strategy	JC															
Joint project lean thinking customer services	SFACSD04	150,000		DR															
Selective look and supplies and services	SFACSD02	41,749		JC															
Savings from negotiating supplies and services	SFACSD03	58,062		JC															
Directorate Staff Turnover Saving	SFACSD44	193,000																	
Reduce and prevent crime and anti-social behaviour																			
Deliver community safety strategy			Strategy	MAK															
Phased implementation of PCSO budget	SFSR04	145,000	Strategy	MAK															
Improve the Local Environment, Economy and Quality of Life																			
Develop new TIC and TH services			Facilities	CVZ															
Lead on revised tourism strategy			Facilities	CVZ															
Oxford Inspires bid overstated	SFSR01	50,000	Facilities	CVZ															
Simplify TIC / Tourism management	SFSR02	60,000	Facilities	CVZ															
Extra income by better marketing of TIC	SFLC03	30,000	Facilities	CVZ															
Increased Town Hall income through tours	SFFM01	5,000	Facilities	CVZ															

Red £ = Savings
 Black £ = member bid
 Data centre relocation* external funding
 JC = Jim Campbell DR = David Rundle JG = John Goddard PM = Patrick Murray
 MAK = Mohammed Atif - Khan
 CVZ = Caroline Van Zyl

Housing Health and Community Monitoring September

Project / Action	Code	£££	B. Unit	PH	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan-08	Feb-08	Mar-08	Apr-08	May-08
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Reduce inequality through social inclusion																			
Review Community and Voluntary Grants process		1.5m	NR	MAK															
Asian Families worker	MHNR01	20,000	NR	MAK				completed											
Play scheme coordinator	MHNR02	50,000	NR	MAK															
Community Cohesion - Preventing violent extremism		50,000*	NR	MAK															
Review of external funding arrangements																			
Tackle climate change and promote environmental resource management																			
Carbon Trust Scheme	MHEH02	155,000	EH	CVZ															
Reduce CO2 emissions by 25%			EH	CVZ															
ZED study	MFSR01	10,000	EH	CVZ															
Appointment of energy manager		80,000	EH	CVZ						?									
Improve the Local Environment, Economy and Quality of Life																			
CCTV			OCH	MAK															
Extend Environ Health out hours service	MHEH01	30,000	EH	JF															
Low Emission Zone			EH	CVZ															
Be an effective and responsive organisation, providing value for money services																			
One stop shop at Cowley Centre	MHCS01	50,000	CS	DR															
Reduction in cost pressure	PHCS01	28,000	CS	JC															
Reduction in cost pressure	SHCH02	51,000	CH	JC															
VIM Proposal	SHCH03	81,000	CH	JC															
Additional Rent income from Nightly Charges	SHCH04	25,000	CH	PM															
Better Mgt Current Arrears - Nightly Charges	SHCH05	51,000	CH	PM															
New lease agreements PSL props work now in House	SHCH06	10,000	CH	PM															
Better Mgt Current Arrears Private Lease Clients	SHCH07	51,000	CH	PM															
TAM staff move to Centre	SHCH08	5,000	CH	PM															
Non-Renewal of Leases on PSL Properties	SHCH09	86,000	CH	PM															
Transfer/Sub leasing Props to Specialist Hsg Prov	SHCH10	90,000	CH	PM															
Elderly Services staff savings (2.5 posts)	SHCH14	60,000	CH	PM															
Reduce Sure Start Income Pressure	SHNR01	20,000	NR	MAK															
Reduce SLA Cost to Chinese Adv Centre	SHNR02	13,000	NR	DR															
Better Mgt of International Links work Rev (VIM)	SHNR04	5,000	NR	?															
B Rates saved re: BBL Comm Ctrs	SHNR06	10,000	NR	DR															
Community and Voluntary Grant Inflation Savings	SHNR07	19,404	NR	MAK															
Income Budgets adjustments	SHEH01	94,000	EH	JC															
Loft Insulation Grants - Treat	SHEH02	85,000	EH	CVZ															
Reduce use of Contractors	SHEH03	10,000	EH	JC															
Management Restructure	SHEH06	20,000	EH	JC															
EH Grant - net income after spend	SHEH07	35,000	EH	JF															
Directorate Staff Turnover Saving	SHHACD44	137,000		JC															
HHC Balance to find	SHHSC02	84,000		JC															
More housing for Oxford, Better housing for all																			
Decent Homes		9.8m	OCH	PM															
Rosehill redevelopment			CH	PM															
Extend HMO Licensing			EH	PM															
Choice Based Lettings			CH	PM															
Reconfigure Sheltered Blocks			OCH	PM															
Tender for 'partnership' arrangement with SOHA			CH	PM															
HRA Stock strategy			ML	PM															
Oxfordshire Housing Partnership			CH	PM															
2 star rating for Landlord Services			OCH	PM															
Housing Foyer Study	MSHCH01	30,000	CH	PM															

Red £ = Savings
 Black £ = member bid
 Community Cohesion* = external funding
 JC = Jim Campbell DR = David Rundle JF = Jean Fooks PM = Patrick Murray
 MAK = Mohammed Altar - Khan
 CVZ = Caroline Van Zyl

Physical Environment Monitoring September

Project / Action	Code	££££	PH	BU	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan-08	Feb-08	Mar-08	Apr-08	May-08
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Reduce inequality through social inclusion
 New Leisure Flex marketing
 Savings on expenditure will be used to meet this saving

Project / Action	Code	££££	PH	BU	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan-08	Feb-08	Mar-08	Apr-08	May-08
Be an effective and responsive organisation, providing value for money services																		
Albert Street Car Park rates	SPBE01	15,000	JF	Built Enviro	✓													
Shopmobility	SPBE02	3,000	JF	Built Enviro	✓													
St Aldates Rent	SPBE03	12,000	JC	Built Enviro	✓													
Ditching (DLO work)	SPBE04	10,000	JF	Built Enviro	✓													
Admin Buildings - various	SPBE05	35,000	JC	Built Enviro	✓													
Reduce Establishment	SPBE06	44,000	JC	Built Enviro	✓													
Generate Additional Income from Trade Waste	SPCW01	125,000	JF	City Works														
Motor transport	SPCW02	30,000	JF	City Works														
Refuse & Recycling scheme	SPCW03	75,000	JF	City Works	✓													
Street Cleansing - reduce fleet by 1 large rd sweeper	SPCW04	20,000	JF	City Works														
Re-organise litter bins (o/s city provided by 3rd Party)	SPCW06	39,000	JF	City Works				✓										
PDG - excluding for staff	SPPL01	100,000	JG	Planning	✓													
Planning Fee Income	SPPL03	20,000	JG	Planning														
Change for parts of Planning	SPPL04	18,000	JG	Planning														
Change SPG top slice S106 contribution	SPPL08	15,000	JG	Planning				✓										
Review Mgt Structure, vacancies & admin (Land Changes)	SFDL01	10,000	JG	Planning														
Remove vacant posts at the Park & Ride	SPTP01	100,000	JF	Transport														
Revenue generation at Redbridge	SPTP06	10,000	JF	Transport														
Contract Parking	SPTP06	25,000	JF	Transport														
Restructure & Contractual review	SPLC01	70,000	DR	Leisure														
Review Direct Debit arrangements	SPLC08	50,000	DR	Leisure														
Sports Development Efficiencies	SPLC13	25,000	JC	Leisure														
Selective look at Supplies & Services	SFACSD02	25	DR															
Savings from Negotiating Supplies & services	SFACSD03	164	DR															
Directorate Staff Turnover Saving	SPENV044	269,000	DR															

based on current data base for 2 months - on target
 short term vehicle hire from June onwards to achieve saving
 recycling rate indicates target saving from June onwards
 litter bin company to run trial with their type of bin - behind schedule due to supplier merger/ take over
 Draft report prepare. Agents consulted. Systems thinking may overtake proposal
 Although SMB decided not to review charges this financial year, will achieve by end of 07/08
 Original Savings estimate overstated. £60k achieved, remaining £40k will not be achieved
 New building does not have adequate space for retail outlet. This savings will not be achieved
 Have Identified Vacant Posts as part of restructure.
 Surplus income on SLICE will be offset against this savings target
 Savings on expenditure will be used to meet this saving
 Monitored as part of Corporate Employee Monitoring - Directors currently reviewing - current Year End Projection is £110k achieved
 Following up on education and enforcement action

Transferred to Enviro Health

Project / Action	Code	££££	PH	BU	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan-08	Feb-08	Mar-08	Apr-08	May-08
Tackle climate change and promote environmental resource management																		
Appointment of energy manager		80,000	CVZ	City Works														
Additional waste contingency		100,000	JF	City Works														
Improve the Local Environment, Economy and Quality of Life																		
Environmental improvements to declutter the city		50,000	JF	Planning														
Repairs to Riverbank		50,000	JF	Built Enviro														
Extend burial service		10,000	CVZ	Leisure														
Play areas		90,000	CVZ	Leisure														
West End Programme funding	SPPL02	40,000	JG	Planning	✓													
Reduce LDF Consultant Budget	SPPL05	50,000	JG	Planning	✓													
Consult more efficiently	SPPL06	30,000	JG	Planning														
Change way prepare LDF	SPPL09	25,000	JG	Planning	✓													
Introduce higher Saturday tariff	SPTP03	177,000	JF	Transport														
RPI increase in Future years	SPTP07	138,000	JF	Transport														
Late Charging (8pm)	SPTP7	180,000	JF	Transport														
Park & Ride	SPTP7	116,000	JF	Transport														
Rationalisation of Facilities	SPLC02	100,000	DR	Leisure														

Director recommends this is saving 2008/09
 On target, work started on site
 Delayed. Report to EB
 Reports to Area Committee in Sept cycle, will spend budget by end 07/08
 Tighter criteria in operation, Fresh site notice in design and Pilot in operation in July
 Delay due to the County - implemented in June
 New Fees & Charges to come into effect late September 2007
 New Fees & Charges to come into effect late September 2007
 New Fees & Charges to come into effect July 2007
 Closure of facility delayed pending consultation with users
 Black £ = member bid
 Red £ = Savings
 JF = Jean Fooks
 DR = David Rundle
 JG = John Goddard
 JC = Jim Campbell
 CVZ = Caroline Van Zyl

KPI and BVPI's Physical Environment

Business Unit	Lead Officer	KPI's	Description	In monthly monitoring
City Works	CB	KPI 11	% of waste recycled and composted	✓
City Works	CB	KPI	Satisfaction survey on cleanliness based on BV89 / 90a	
City Works	CB	KPI 12	% of streets clean (inverse of BVPI 199a)	annual recorded every 4 months
Planning	MCB	BVPI 109a	major planning applications	✓
Planning	MCB	KPI 10a	% of delegated planning appeals successful	✓
Planning	MCB	KPI 10b	% of committee appeals successful	✓
Business Unit		BVPI's	Description	
Built Enviro	LH	BV156	Authority buildings accessible by disabled	✓
City Works	CB	BV89	% customers satisfied with cleanliness standards	3 year measure
City Works	CB	BV90a	% customers satisfied with household waste collection	3 year measure
City Works	CB	BV90b	% customers satisfied with recycling facilities	3 year measure
City Works	CB	BV86	Cost per household of waste collection	annual
City Works	CB	BV82a (i)	% household waste that is recycled	
City Works	CB	BV82a (ii)	Tonnage of household waste recycled	
City Works	CB	BV82b (i)	% household waste that is composted	
City Works	CB	BV82b (ii)	Tonnage of household waste composted	
City Works	CB	BV84a	Kg of household waste collected per head	
City Works	CB	BV84b	% change in kg per head	
City Works	CB	BV91a	% of population served by kerbside collection of recyclables	3 year measure
City Works	CB	BV199a	Environmental cleanliness - litter	✓
City Works	CB	BV199b	Environmental cleanliness - graffiti	
City Works	CB	BV199c	Environmental cleanliness - fly posting	
City Works	CB	BV199d	Environmental cleanliness - fly tipping	
City Works	CB	BV218a	abandon vehicles	
City Works	CB	BV218b	abandon vehicles	
Planning	MCB	BV205	Quality of service checklist	
Planning	MCB	BV204	% of appeals allowed against the authority's decision to refuse planning applications	✓
Planning	MCB	BV106	% of new homes built on previously developed land	
Planning	MCB	BV109a	major applications determined in 13 weeks	✓
Planning	MCB	BV109b	minor applications determined in 8 weeks	✓
Planning	MCB	BV109c	other applications determined in 8 weeks	✓
Planning	MCB	BV200a	Plan making - development plan	
Planning	MCB	BV200b	Plan making - milestones	
Planning	MCB	BV200c	Plan making - monitoring report	
Planning	MCB	BV219	% conservation areas with an up-to-date character appraisal	
Leisure	VL	BV170a	Visits to/use of museums per 1000 population	✓
Leisure	VL	BV170b	Visits that were in person per 1000 population	
Leisure	VL	BV107c	The number of pupils visiting museums & galleries in organised school groups	✓

Sickness Absence Management - this will go to the Executive Board in December along with the 2nd. Quarter BVPI report

The Finance Scrutiny Committee considered a detailed report on the Authority's performance in managing sickness levels over the first 2 quarters of 07/08. The Human Resources Business Unit Manager said that the priorities for improvements are:

- How sickness absence is managed
- Tackling the cases of long term sickness absence
- Improving the accuracy of reporting and data

The Committee recommended to the Executive Board:

- In view of the deterioration of the sickness absence record and the protracted period over which attempts have been made to improve it, The Executive Board should come forward with a clear and considered plan for improvement and the focus should be placed in Oxford City Homes, City Works and Leisure as the Units where the most gains can be made. Proposals should include the consideration of the:
 - Clear predominance of stress and muscular skeletal issues and some investigation of the reasons for this
 - Management arrangements, in particular the reporting, analysis and responsibility for the improvement in results.

Finance Scrutiny Committee would like to consider these plans no later than March 08.