

Appendix 1

Our business plan 2007-2010

Draft annual report for 2007/08

Council 30 June 2008

Draft annual report 2007-08

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About Cheltenham Borough Council

Cheltenham Borough Council provides a wide range of services to residents, businesses and visitors to the borough of Cheltenham. The council employs around 700 employees.

During 2007/08, although the council was officially classed as “no overall control”, the Conservative Group formed the Cabinet with Cllr. Duncan Smith elected as Leader of the Council.

Following the elections in May 2008 the council is still “no overall control” though the council has elected Cllr. Steve Jordan as leader of the council who has appointed a Liberal Democrat cabinet.

The twenty year vision for Cheltenham

Our Business Plan 2007-2010 has adopted the twenty year vision for Cheltenham, as set out in Cheltenham’s Sustainable Community Strategy, and sets out our aspirational goal for the long-term future of Cheltenham:

We want Cheltenham to deliver a sustainable quality of life, where people, families, their communities and businesses thrive; and in a way which cherishes our cultural and natural heritage, reduces our impact on climate change and does not compromise the quality of life of present and future generations.

Cheltenham Borough Council’s overarching message:

Applying this twenty year vision, Cheltenham Borough Council has developed an overarching message designed to inspire employees and members to contribute effectively towards ensuring that the borough of Cheltenham remains successful, to set the ethos and culture of the council and to focus all officers and members efforts on a common goal. Our overarching message is simply:

“Working together to create a great future for Cheltenham”

<p><i>Working together</i> We will work as one team, share information, effort and culture, build proactive relationships and work with others outside the council for the benefit of the community.</p>	<p><i>To create</i> We will think ahead and be ambitious for our future, challenge the status quo and improve our service delivery, productivity and working environment.</p>	<p><i>A great future</i> We will understand where we are going, and why, and the part we each play. We will be accountable for what we do; encourage everyone to use their skills and contribute; and to provide opportunities to learn and grow. We will be results driven, achieve what we promise and strive to deliver excellent services.</p>	<p><i>For Cheltenham</i> We will put the people who visit, live and work in Cheltenham at the centre of all we do. We will listen to them all to understand their needs and develop our services around those needs.</p>
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The council’s business plan

“Our Business plan 2007-2010 and its associated action plan for 2007/08” was agreed by council on 26 March 2007. In the business plan, the council set out its priorities for the next three years which were:

- Promoting sustainable living
- Economic development and regeneration
- Improving environmental quality
- Promoting housing choice

We said we would also work with partners on two key partnership agendas of;

- Partnership working to promote community safety
- Partnership working to promote healthy communities

We also had an internal priority around being an excellent, efficient and sustainable council.

The importance of performance management

Performance management is the critical element of the council's management processes. The council is committed to a joined up approach to performance management that involves members and employees working together to ensure that the council keeps on delivering on the issues that matter most to local people and keeps on improving the quality of services at all levels. Our performance management system (ESP) helps the council to identify what does and does not work and what the factors are that support or hinder economic, efficient and effective service delivery.

This annual report starts with an assessment of our performance against targets set for the 81 best value performance indicators (BVPIs) that the council has a statutory duty to report against and 27 key local performance indicators (LPIs). Within this section, we have also assessed how we compare with other authorities in terms of the numbers of BVPIs in upper and lower quartiles.

Given that this is the last year that we will be monitoring our performance under the best value regime, we have looked back to 2000 to compare performance then and now.

We have also provided an assessment of our performance against our business plan targets as set out in "Our plans for 2007/08". This document is the key published document for the performance management of the council and the assessment looks at how well the council achieved its stated actions and targets for delivery in 2007/08. The report also includes reference to our use of resources assessment and our annual audit letter, all of which provide a useful summary of progress over the past year. The annual report concludes with an assessment of our financial performance.

Performance highlights during 2007/08

The level of overall public satisfaction with the council rose to 58% - putting it amongst the top performing authorities in the UK according to the Audit Commission.

The Community Safety Partnership was set the target to reduce British Crime Survey (BCS) crime by 17.5% from the period April 2004 to March 2008. The final figures were supplied by Maiden on 11 April which show that the partnership reduced crime by 14.8%, narrowly missing the 17.5% target. The partnership remains particularly pleased with this result as it is clear that crime has reduced in a number of key areas:

- Theft of vehicles is down nearly 60%
- Vehicle interference is down nearly 50%
- Theft from a person is down 28%
- Wounding down 24%
- Domestic burglary down 10%

Cheltenham Borough Homes, which manages the council's housing stock, was awarded a three star rating after inspection by the Audit Commission. This is the highest possible score.

Cheltenham Festivals went from strength to strength. The 2007 Literature Festival enjoyed unprecedented success, with over 87,000 tickets sold for the ten day event; this is 10,000 up on the previous year.

Cheltenham Borough Council was assessed as good in the comprehensive performance assessment carried out in 2004. There has been no further assessment of the council although the Audit Commission's direction of travel assessment is positive and they recognise that the council has performed well against the range of overall performance indicators.

Assessment of performance information for 2007-08

Performance indicators

Under best value legislation we have had an obligation to report service performance against a suite of best value performance indicators (BVPIs). This particular obligation ends with the close of the 2007/08 financial year but will be replaced with a new national suite of indicators (NIs) and a locally identified performance indicators. The new suite contains a total of 198 indicators, 64 of which are expected to be reported at district authority level.

Assessment of BVPIs and LPIs for 2007-08

In total Cheltenham Borough Council reported against 108 indicators in 2007/08, 81 of which were BVPIs and 27 local indicators.

Comparison on the previous year

- 59% (64) improved;
- 22% (24) deteriorated;
- 12% (13) stayed the same;
- 6% (7) cannot be compared due to changes in definitions

Performance against target

- 26% (28) were above target;
- 17% (18) were below target;
- 46% (50) were on target;
- 11% (12) not applicable – no targets set.

National comparison tables (BVPIs only)

- 23% (19) achieved top quartile;
- 15% (12) were in the lower quartile;
- 37% (30) were median quartile;
- 25% (20) are not comparable.

For full indicator performance, please refer to Appendix A.

For a statistical breakdown for all divisions, please refer to appendix B.

Reasons for below target performance by division

Chief Executives Group

Policy & Performance

Indicator code & title	2007/08 target	2007/08 actual	Comments
BVPI 127a - violent crimes per 1000 population	17.50	23.58	The rate of violent crime continues to be a concern, and is related to alcohol related crimes. The CDRP has identified a specific project in 2008/09 to reduce alcohol related violence
BVPI 127b - Robberies per 1,000 population	0.70	0.83	This is only slightly above target. Total number of robberies is 92
BVPI 128 - vehicle crimes per 1000 population	10.50	11.72	Theft from a vehicle has risen by 10% (particularly associated with the prevalence of satellite navigation systems). Police and partners are undertaking an awareness campaign

**Corporate Services Group
Human Resources**

Indicator code & title	2007/08 target	2007/08 actual	Comments
BV11b - % top 5%, from black & minority communities, (A)	3.00%	0.00%	No significant reasons for under-performance. In common with many councils in areas with small black and minority ethnic populations, there are difficulties recruiting and retaining those from black and minority ethnic communities - in particular in the top 5% of wage earners. The Council is aiming to achieve Level 3 of the Equality Standard by end March 2010. Employment and training actions to address under-representation form part of that.
BV11c - % top 5% earners with a disability.	3.00%	0.00%	No significant reason for under-performance. The Council needs to do more to attract and retain disabled employees - in particular in the top 5% of wage earners. The Council is aiming to achieve Level 3 of the Equality Standard by end March 2010. Employment and training actions to address under-representation form part of that.
BV16a - % employees with a disability.	2.62%	1.90%	No significant reason for under-performance. The Council needs to do more to attract and retain disabled employees. The Council is aiming to achieve Level 3 of the Equality Standard by end March 2010. Employment and training actions to address under-representation form part of that.

**Environment Group
Built Environment**

Indicator code & title	2007/08 target	2007/08 actual	Comments
NR11 & NR19 – No. affordable homes enabled.	120 150	90 127	It was previously reported that affordable housing completions would fall short of the target due to the exceptional number of completions in 2006/07, some of which were ahead of programme. Over the 2006-07 period, completions have been in line with the planned programme.

Operations

Indicator code & title	2007/08 target	2007/08 actual	Comments
BV218b - % abandoned vehicles removed in 24 hours of when they can be removed.	80.00%	72.00%	The target of 80% was set locally to improve the removal of abandoned vehicles which constitute an arson hazard. Whilst the performance was below target, the reduction in torched vehicles in Cheltenham has actually reduced illustrating the target may be too ambitious.

**Social & Community Group
Community Services**

Indicator code & title	2007/08 target	2007/08 actual	Comments
BV174 – No. racial incidents reported.	13.50	8.95	Need to review how we report and monitor racial incidents; this will now be reviewed by the Equalities Forum.
BV183b – Average no. weeks stay in hostel accommodation.	9 wks	14 wks	This figure has resulted from one family spending 55.43 weeks in supported housing which falls within the definition of a hostel and so has to be reported. They were in this accommodation because of their support needs – and were not re-housed until they were deemed ready for independent living.
BV184b - % change in proportion of non-decent LA homes between the start and the end of the financial year.	90.0%	80.0%	Performance is better than the previous year's and on target as CBH progress towards the end of the decent homes programme.
BV213 – Housing advice: preventing homelessness.	5	3	Cheltenham Housing Aid Centre delivered about half the number of preventions this year compared with the previous financial year. This has been due to the loss of several funding streams including that for the single persons bond scheme. However, the performance by the Housing Options Team compared with the previous financial year is almost identical.
BV216b - % sites for which information is available to decide whether remediation of the land is necessary.	15%	10%	The actual number of sites either proactively or 3rd party inspected has only increased slightly (<5 sites). There have also been a number of 'new' sites added to our total site list which was not expected at the start of the year.
BV225 – Actions taken against domestic violence.	100.0%	54.5%	We adhere to only 6 out of the 11 criteria - some elements are out of our control. We believe that as domestic violence services are utilised across the county so we are unable to achieve all these criteria at a local level.
BV66b – Rent collection & arrears: % tenants owing after more than 7 weeks.	2.75%	3.22%	Performance is missing target by only 0.47%. This performance places CBH in the top quartile when compared nationally with other ALMOs.
BV66c – Rent collection & arrears: % notices served.	28.00%	37.27%	Performance is missing target by 5.49%. During the year CBH's procedures have been reviewed to reduce the need to serve notices whilst maintaining effective rent collection. The approach to rent recovery continues to be a supportive one, seeking to minimise debt and maximise income by assisting tenants with their finances. This outturn places CBH in the middle quartile when compared nationally with other ALMOs.

Assessment of best value performance indicators back to 2000

Best Value indicators were introduced in 2000 and since then, there have been a number of changes and deletions to best value indicators. Looking at the 2007/08 suite of BVPIs and back to when each was first reported, we can make assumptions on improvement over the years.

- 55% (59) have improved, 19 of these considerably;
- 19% (20) deteriorated;
- 13% (14) have stayed roughly the same;
- 14% (15) are not applicable.

Some areas of significant progress during this time include:

- BV109a - % major applications decided in 13 wks went from 34% in 2002/03 to 94.44% in 2007-08.
- BV82a(i) and BV82b(i)- % household waste recycled and composted went from 8.5% in 2000/01 to 33.6% in 2007-08.
- BV8 - % invoices paid on time went from 74% in 2000/01 to 92.58% in 2007/08
- BV12 – No. working days/shifts lost due to sickness went down from 12.4 days in 2002/03 to 8.87 in 2007-08.

The council has demonstrated improvement and has shown that through investing in service delivery in its priority areas, and through the redesign of systems and processes we can bring about significantly improved performance.

For examples of areas of significant improvement, please refer to Appendix C.

For further details about Cheltenham Borough Homes improvements, please refer to Appendix D.

Local area agreement

The Gloucestershire Local Area Agreement (LAA) which was approved in 2007 is an agreement between the government and a partnership of local public and voluntary organisations, led by Gloucestershire County Council through the Gloucestershire Conference. It sets a range of improvement targets aimed to help partners concentrate on working to achieve their top priorities and to make a real difference for local people. LAAs aim to make services more effective and efficient by promoting agencies working together, streamlining funding arrangements, simplifying inspection and reducing bureaucracy.

The Gloucestershire LAA is built around five 'themes'. The development of each block has been led by a countywide thematic partnership. The five blocks, and the partnerships leading their development are:

- Safer and Stronger Communities – Gloucestershire Safer & Stronger Communities Partnership
- Healthier Communities and Older People – Gloucestershire Health & Community Wellbeing Partnership
- Children and Young People – Gloucestershire Children & Young People's Strategic Partnership
- Economic Development and Enterprise – Gloucestershire First
- Natural & Built Environment – Environment Partnership

This last year has seen partners focussing their efforts on the outcomes agreed at the beginning of April 2007. Partners have worked together to target issues ranging from reducing anti-social behaviour to promoting renewable energy installations and increasing the number of adults gaining NVQ2-level qualifications. In some areas partners have achieved national acclaim – Gloucestershire's *Warm and Well* scheme has been held up as a national exemplar by DeFRA – and in all areas we have worked to join up our efforts to tackle what is important to local people. Gloucestershire has just signed off the LAA for 2008-2011 with Government. The final draft was submitted on 30 May 2008. Over the coming three years partners will work to improve outcomes for children, support people back into work, improve skills for all age groups, reduce smoking,

support carers, help older people to live more independent lives, tackle fuel poverty, address the causes and consequences of climate change, tackle crime and the fear of crime, and continue to make Gloucestershire a place where people want to live, work and visit.

Gloucestershire County Council acts as the Accountable body for the LAA. The annual LAA budget for pooled funding was £6.8m in 2007/08. Cheltenham received £122,689 grant against expenditure incurred included in the income and expenditure net cost of services.

Business plan milestones 2007-08

In 2007/08 we reported progress against 82 milestones as identified in the Business Plan 2007-2010. The milestones are the first step in a three year plan to achieve the delivery of our ambitions and aims.

- 74% (61) were successfully completed;
- 18% (15) incomplete at year end;
- 5% (4) were deferred;
- 2% (2) are un-reported to date.

The council has reviewed the way it identifies milestones within its business plan and for 2008/09 the new format will allow for better progress monitoring.

Business plan highlights

The council increased its recycling facilities with the provision of an additional 15 cardboard banks placed in 12 locations around the town. It has also developed a network of community recycling champions in partnership with Cheltenham Centre for Change which has included volunteers collecting telephone directories and dry cell batteries and delivering them to the Swindon Road depot.

The renovation of the Montpelier Gardens funded through heritage lottery funding was completed in May 2007. The renovation resulted in a renewed, revitalised and refocused historic park, and improvements included improved lighting for a safer environment, new trees, new junior and toddler play areas, renewed services and new railings. The council working in partnership with others also delivered a new statue commemorating Holst, which included a renovation of the existing fountain in Imperial Gardens.

The council has worked with Gloucestershire First, the economic partnership for the county, to develop an urban economic strategy. This is the first time that Gloucester City, Cheltenham and Tewkesbury Borough councils have come together to work collectively on the economic agenda for the central Severn vale.

Nearly £220,000 from the BIG Lottery children's play programme was made available to Cheltenham. Play Rangers Plus and Festival Fun make up a portfolio of projects over the next three years. The projects are aimed at providing free and accessible play opportunities for local children.

The council working as a partner of the Cheltenham Strategic Partnership launched the sustainable community strategy following extensive consultation. This sets the vision for the town for 2020. The council progressed its civic pride proposals undertaking consultation towards the end of the year inviting people to share their views about Civic Pride, a new urban design scheme which will transform the town centre improving the public realm.

The demolition of Crabtree Place was a key milestone in the delivery of the St Paul's Regeneration project. It was achieved by working closely with local residents. The community, the council, Cheltenham Borough Homes and other partners are working together to deliver positive change in St Paul's which will be to the benefit of current and future residents.

The council rolled out the new national concessionary travel scheme, allowing eligible residents to benefit from a new bus pass, giving them free off-peak travel on local buses anywhere in England. This replaced the existing scheme where residents only had access to free travel within the county.

The impact of the floods and loss of drinking water in Cheltenham

On 25 June 2007 Cheltenham was affected by torrential rain that led to localised flooding problems throughout the borough. 25 days later on 20 July Cheltenham was once again hit by torrential rain that resulted in flooding of 1,100 properties throughout the borough. This was compounded by floodwaters in the Rivers Severn and Avon rising to unprecedented levels which led to the flooding and subsequent closure of the Mythe Water Treatment work. Not only did the borough have to cope with the evacuation of many homes, closure of businesses and damage to infrastructure as a result of the floods but also the loss of fresh drinking water to its population for 16 days.

Over 250 employees from both the council and CBH and elected members were involved in the response which included:

- providing emergency rest centres for residents flooded out of their homes and also many rail and road travellers who were stranded in the local area
- providing drinking water to the borough
- providing support services for elderly and vulnerable residents
- providing information and communication services

The emergency lasted for two weeks and caused a severe disruption to the workings of the council. Despite this, the council has still managed to achieve the majority of its stated plans as set out in the business plan. This is testament to the willingness of employees and elected members to step in and do whatever needs to be done while also continuing to provide normal services and providing important reassurances to the public.

For a full list of milestones, by group, including comments where provided, please refer to Appendix E.

Customer relations overview 2007-08

Ombudsman – 2007/2008

Based on provisional statistics received on 14 April 2008, in advance of our Annual Letter due shortly, the Ombudsman received 11 complaints about Cheltenham Borough Council broken down against service areas as follows. This is lower than last year's figure of 20 and the lowest number of complaints in the past 3 years.

Benefits	0	
Housing	4	(3 housing allocations/1 repair)
Other	3	(2 anti-social behaviour / 1 miscellaneous)
Planning and building control	3	
Public finance	0	
Transport and Highways	<u>1*</u>	
	<u>11</u>	

- The Ombudsman has accepted that this complaint does not relate to us so the actual figure should be 10.

In 2007/2008 the council took an average of 22.3 days to respond to Ombudsman complaints, this figure is 1.1 day longer than the previous year (21.2 days), still a significant improvement upon where we were in 2005/06 when the average length of time taken for the council to respond to the Ombudsman was reported at 31.3 days. To put this into context against the performance of other district councils, Cheltenham's response time is within the 57.2% of councils whose average response time is less than 28 days.

Freedom of Information

The Council responded to approximately 155 requests for information in 2007/2008.

Complaints, comments and compliments

The council logged a total of 188 complaints in 2007/2008, (178 at stage 1, 5 at stage 2 and 5 at stage 3). Across the council 38 comments were logged and 135 compliments. The complaints and compliments logged are broken down by group and service areas on the attached table.

Customer Satisfaction scores

The Best Value Customer Satisfaction survey for 2006/07 reported that overall satisfaction with the council (BV3) had improved by 3% (from 55% in 2003/04 to 58% in 2006/07).

However, the same survey also reported that satisfaction with complaints handling (BV4) reduced by 5% (from 31% in 2003/04 to 26% in 2006/07). In response to this the council has decided that the customer feedback system will be reviewed to identify a more effective corporate approach to dealing with customers (business plan ambition 10G).

Summary of customer interactions logged on the corporate complaints system for 2007/2008

	Number of Stage 1 Complaints`	Number of Stage 2 Complaints	Number of Stage 3 Complaints	Number of Compliments
Chief Executive's Group				
Policy and Performance	2	0	0	
Corporate Services				
Human Resources	0	0	0	0
Financial services	0	0	0	0
C.A.S.T	24	0	0	3
Legal & Democratic services	6	0	0	17
Social and Community				
Community Services	20	0	0	24
Wellbeing & Culture	49	0	0	30
Environment				
Built environment	33	4	5	26
Operations	53	1	0	35
Total	187	5	5	135

Use of Resources

Cheltenham Borough Council scored an overall score of 3, indicating that the council performs 'consistently above minimum requirements – performing well'. For the purposes of the CPA, the Audit Commission assesses the council's arrangements for Use of Resources in the five areas shown below.

Key Line of Enquiry	Score
Financial Reporting	3
Financial management	2
Financial Standing	3
Internal Control	2
Value for Money	3

Key Lines of Enquiry are scored as follows:

- 1 – below minimum requirements – inadequate performance
- 2 – only at minimum requirements – adequate performance
- 3 – consistently above minimum requirements – performing well
- 4 – well above minimum requirements – performing strongly

Annual Audit Letter (March 2008)

The annual audit letter received by the council in March 2008, provides an overall summary of the Audit Commission's assessment of the council. The key messages for the council are;

- The Council has sustained, and in some cases significantly enhanced, the breadth and extent of its improvement and within its corporate priorities which closely reflect those issues local people consider to be important;
- Some challenges remain in more effectively publicising the Council's and its partners' successes in reducing local crime; enhancing the effectiveness of the scrutiny process; and strengthening the Council's approach to diversity and equality;
- The Council continues to perform well in its use of resources. The criteria are changing however and there is scope to improve some aspects of financial management and internal control;
- The Council manages value for money well and has put in place new arrangements to perform even better;
- Overall arrangements for ensuring data quality are adequate but there is no formal strategy and related operational policies
- Data security awareness by staff is above the national average but most staff are not aware of the Council's information security policy.

The Audit Commission also identified where the council needs to take action;

- drive a reduction in local people's fear of crime by publicising the success the Community Safety Partnership is having in reducing most categories of crime;
- develop the support and resources available to allow the scrutiny process to be more challenging and so, more effective and efficient;
- take a more robust and ambitious approach to progressing towards the upper levels of the Equality Standard for Local Government;
- revise the improvement plan to address the improvement areas identified in the recent use of resources work including linking the council's strategic objectives to risks, controls and assurances, better communication to stakeholders of the medium term financial strategy, embedding risk management, being able to demonstrate the effectiveness of the new Audit Committee and better evidence to demonstrate an ethical culture;
- agree a formal strategy and related operational policies to ensure data quality, and
- improve staff awareness of data security risks and the Council's response to those risks.

The findings of the Audit Commission have been taken on board in our improvement plans.

Commentary on financial outcome for 2007/08.

General Fund Revenue Outturn 2007/08

In February 2007, the council set a budget of £15.661m for spending on General Fund Services (excluding spending on council housing) of which £1.234m was to be financed by government grant, £7.351m from non domestic rates and £7.045m from local council tax payers. The council's track record of strong financial management was maintained during 2007/08 which resulted in council services being delivered within budget, such that there was a saving against revised budget in 2007/08 of £434,516. There were a number of reasons for this budget saving including achieving income in excess of budget, savings resulting from vacancies and the general prudent approach to spending in the delivery of services.

During 2007/08, some of the key financial messages were as follows:

- The council finalised the transfer of the highways agency function back to Gloucestershire County Council and, in the process, generated savings in the 2007/08 budget.
- Income targets were exceeded in a number of areas including licensing and the festivals and entertainment programme.
- The net cost of housing benefits, which has a turnover of some £40m per year and an area of activity which is difficult to predict accurately, was delivered on budget.
- The free bus travel for the over 60's and disabled continued to be successful with take up levels remaining strong. The cost of the scheme was £1.29m in 2007/08 which has resulted in the need to find additional funding of 770,000 over the £520,000 provided by the Government
- The council achieved total cashable savings of £816,300 and exceeded the Governments total 'Gershon' savings target of 2.5% or £577,988 for the council for 2007/08 of which 50% (£288,994) must be cashable. These savings were achieved through combination of smarter working, reduced operational budgets and reductions in staffing, none of which impacted upon the level of service provided.
- The council delivered a considerable amount of procurement activity during the year using partnerships with neighbouring councils including the use of e-auctions. This has led to savings of £78,500 being achieved in 2007/08 which contributed to cashable savings over a five year period of approximately £500,000.
- The council responded to the summer floods of 2007 by supporting Severn Trent in the distribution of water and supporting vulnerable people whilst continuing to maintain services with reduced resources and have recovered costs from the Government and Severn Trent.

Treasury Management

The council manages the cashflow for the provision of all council services and it uses the money market to invest daily cashflow surpluses and borrows to fund cashflow deficits. The conclusion of the year's activity was that the council paid £2,055,798 in borrowing costs which was £11,998 more than budgeted for the year; earned £1,643,630 on investments which was £7,630 more than budgeted and received £671,445 from the Housing Revenue Account for the use of its balances (net of a contribution to the cost of a loan premium), which was £445 more than budgeted. The overall impact was an additional cost to the General Fund of £4,813 compared to the revised budget.

The council has performed very well in the management of its cashflows with the following highlights:

- As a result of new borrowing and debt restructuring activity, the average rate on the Council's debt reduced from 4.60% as at 1/4/2007 to 4.49% as at 31/3/2008.
- The overall average interest rate earned on investments placed by the Council's in-house team was 5.58%, compared to a budgeted rate of 5.25% for 2007/08.
- Debt restructuring has delivered annual net savings of £58,300 per annum.

Local Authority Business Growth Incentive (LABGI) Scheme

The council's efforts to grow the business revenues base have been rewarded over recent years by additional funding in the form of LABGI scheme grant of £792,696 in 2007/08. The council plans to use this money to promote economic and cultural development, assist in building the Council's organisational capacity and environmental sustainability, and help fund Civic and community Pride initiatives in the Borough.

Use of underspend

The underspend provides Members with an opportunity to address some of the key issues facing the Council and proposals for its use include the following:

- £264,104 to fund new business related initiatives proposed by service managers.
- transfer £170,412 to the single status reserve to support the potential funding of equal pay issues and any transitional costs of implementation of the senior management pay review.

Capital Expenditure

In 2007/08 the council spent £14.303m on capital projects and grants, compared with the revised budget of £15.457m.

Included in the expenditure for the year was £8.293m on major repairs and maintenance of council houses, £0.586 on neighbourhood works, £0.452m on private sector disabled facility grants, £0.690m on other grants mainly for private sector housing improvements, £0.757m on housing enabling through partnership working with Registered Social Landlords (RSL's), £0.280m to complete the restoration of Montpellier Gardens, and £2.025m on the provision of two new Community Resource Centre's in Springbank and Oakley.

Like most local authorities, the council has been paying for a proportion of its capital expenditure from the proceeds of the sale of its assets. In 2007/08, £1.279m of capital receipts were used to finance capital expenditure. The remaining sources of finance were Government Grants £0.972m, developer contributions and partnership funding £1,201m, lottery funding £0.667m, with the balance of £10.184 coming from revenue financing. The council did not take out any new borrowing to finance its capital programme in 2007/08.

Council Tax and Non-Domestic Rates collection rates 2007/08

The Council continues to be effective in collecting tax revenues due with collection rates for business rates of 99.21% which is above the national average of 98.7% for all councils and 98.9% for district councils 99.12%. Council tax collection rates also remain strong at 98.28% achieved at 31st March 2008 which is very slightly higher than last year and is above the national average of 96.9% for all councils and 98.0% for district councils

Housing Revenue Account Outturn 2007/08

The council continues to own its council housing stock and manages the financial arrangements via the Housing Revenue Account. At the year end the HRA had a surplus for the year of £1,898,100 to be used to finance the investment programme for future years as detailed in the HRA Business Plan.

The Housing Revenue Account Capital Programme for the year totalled £9,143m compared with a revised estimate of £8,852m. Significant variations included flood damage exceeding revised budget by £40,000 and a further £192,000 spent on stock improvement reflecting accelerated progress on decent homes works. This additional expenditure will reduce the need to spend in future years and the budget for 2008/09 will be reduced accordingly.

Conclusion

Over the period of the best value regime, the council has enjoyed a sustained period of improved performance, improving regulatory judgements, positive media coverage and improved public esteem – both with individual services and with the council as a whole. This is a particular achievement for the council in 2007-08, when we not only had to deal with the consequences of the flooding, but also a very challenging budget round.

Appendix A – Indicator performance in 2007/08

Indicator code & title	Target direction	2006/07 Top quartile	2006/07 Median quartile	2006/07 Lower quartile	2006/07 target	2006/07 actual	CBC quartile 2006/07		2007/08 target	2007/08 actual	
Built Environment											
BV109a - % major applications decided in 13 wks, (D)	High is good	80.65%	73.33%	65.22%	67%	90.48%	Top		90%	94.44%	
BV109b - % minor applications decided in 8 wks, (D)	High is good	83.38%	77.32%	71.40%	70%	91.91%	Top		90%	89.45%	
BV109c - % other applications decided in 8 wks, (D)	High is good	92.46%	88.83%	84.81%	82%	95.51%	Top		95%	94.81%	
BV156 - % buildings suitable for disabled people, (A)	High is good				79%	79.00%			79%	83.00%	
BV204 - % planning appeals allowed, (D)	Low is good	25.6%	31.4%	37.9%	33%	31.9%	Median		30%	30.0%	
BV205 – Good practice checklist, (A)	High is good	100.0%	94.4%	88.9%	100%	100.0%	Top		100%	100.0%	
BV219b - % conservation areas with character appraisal, (A)	High is good	43.63%	20.00%	5.00%	86%	87.97%	Top		100%	100.00%	
NR11 – No. of affordable homes enabled, (D)	High is good				26	91			120	90	
NR18 – No. affordable homes in Tewkesbury enabled through the Chelt & Tewks Housing Market Partnership (D)	High is good					6				37	
NR19 – Total number of affordable houses enabled (D)	High is good				40	97			150	127	
Community Services											
BV166 – Enforcement best practice checklist, (A)	High is good	100.0%	100.0%	90.0%	1005	80.0%	Lower		90%	100.0%	
BV174 – No. racial incidents recorded, (D)	Low is good	n/a	n/a	n/a	13.5	0.90	n/a		13.5	8.95	
BV175 - % racial incidents resulting in further action, (D)	High is good	100%	100%	100%	100%	108.33%	Top		100%	100.00%	
BV183b – Avg no. weeks stay in hostel accommodation, (D)	Low is good	0 wks	5 wks	14 wks	10 wks	0	Top		9 wks	14	
BV184a - % homes which are non-decent, (A)	Low is good	13%	27%	42%	27%	27%	Median		10%	10%	
BV184b - % change in proportion, (A)	High is good	31.5%	15.4%	5.2%	59.0%	63.9%	Top		90.0%	80.0%	
BV202 – No. of people sleeping rough, (A)	Low is good	0	2	4	3	3	Median		3	2	
BV212 – Avg. time to re-let local authority housing, (D)	Low is good	26 days	35 days	46 days	23 days	21	Top		21 days	19	
BV213 – Housing Advice: preventing homelessness, (D)	High is good	5	3	2	4	4	Median		5	3	

Indicator code & title	Target direction	2006/07 Top quartile	2006/07 Median quartile	2006/07 Lower quartile	2006/07 target	2006/07 actual	CBC quartile 2006/07	2007/08 target	2007/08 actual
BV216a – No. sites of potential concern, (A)	Low is good	n/a	n/a	n/a	600	608	n/a	600	578
BV216b - % sites for which information is available, (A)	High is good	10	4	2	10%	8%	Median	15%	10%
BV217 - % pollution control improvements, (A)	High is good	100%	100%	93%	100%	100%	Top	100%	97%
BV225 – Actions against domestic violence, (A)	High is good	n/a	n/a	n/a	100%	63.6%	n/a	100%	54.5%
BV226a - £ spent on advice & guidance services, (A)	High is good	n/a	n/a	n/a	£526,714	587,914	n/a	£587,914	558,600
BV226b - % monies spent on advice & guidance, (A)	High is good	n/a	n/a	n/a	57.30%	39.70%	n/a	40.00%	46.90%
BV226c – Total £ spent on advice & guidance, (A)	High is good	n/a	n/a	n/a	£465,114	311,416	n/a	£320,759	
BV63 – Avg. SAP rating of local authority owned dwellings, (A)	High is good	72	68	65	70	71	Median	72	
BV64 – Private sector vacant dwellings re-occupied, (D)	High is good	95	36	8	40	37.00	Median	38	59.00
BV66a – Rent collection & arrears - % of rents owed, (A)	High is good	98.57%	97.85%	97.07%	97.75%	97.41%	Median	97.75%	97.68%
BV66b – Rent collection & arrears - % owing 7wks/+, (D)	Low is good	3.89%	5.48%	7.60%	3.50%	2.86%	Top	2.75%	3.22%
BV66c – Rent collection & arrears - % notices served, (D)	Low is good	16.55%	24.67%	32.99%	14.00%	29.43%	Median	28.00%	37.27%
BV66d – Rent collection & arrears - % evicted, (D)	Low is good	0.20%	0.32%	0.49%	0.86%	1%	Lower	0.60%	1%
CBH 601 - % urgent repairs completed in Gov't targets (D)	High is good				99%	93%		99%	99%
CBH503 - % new tenancies that last more than 6 months, (D)	High is good				96%	97%		96%	98%
CS 23 – Actual no. homeless applications accepted, (D)	Low is good				225	170		214	42
CS 26 – No. households whose income was maximised by intervention (D)	High is good				n/a			92	146
CS 50 – No. of households in Temporary Accommodation, (D)	Low is good				124	84		107	63
PP3 - % advice as to what is happening requests, (D)	High is good					92.43%		98%	95.47%
PSH 08- Customer satisfaction rating good/excellent, (old NR13) (D)	High is good				90%	87.72%		85%	92.11%
PSH09 – Increase in overall lifeline customers (old CS14) (D)	High is good				1217	1,185		1205	1,207
PSH10 – No. disabled facilities grant approvals (D)	High is good							130	135
PSH11 – No. non-decent dwellings occupied by vulnerable households made decent (D)	High is good								140

Indicator code & title	Target direction	2006/07 Top quartile	2006/07 Median quartile	2006/07 Lower quartile	2006/07 target	2006/07 actual	CBC quartile 2006/07	2007/08 target	2007/08 actual	
Customer Access & Service Transformation										
BV10 - % Business Rates collected, (D)	High is good	99.30%	98.97%	98.43%	99.21%	99.12%	Median	99.10%	99.21%	
BV76b – No. of fraud staff employed per 1000 claimants, (A)	High is good	n/a	n/a	n/a	0.36	0.32	n/a	0.32	0.36	
BV76c – No. fraud investigations per 1000 claimants, (D)	High is good	n/a	n/a	n/a	54	57.26	n/a	57.3	68.12	
BV76d – No. sanctions per 1000 claimants, (D)	High is good	n/a	n/a	n/a	18	14.31	n/a	14.39	21.44	
BV78a – Avg time to process new claims, (D)	Low is good	24.5	28.7	33.8	24	24.0	Top	22	19.5	
BV78b – Avg time processing change in circumstances, (D)	Low is good	7.8	11.0	15.6	6.10	6.3	Top	6	4.5	
BV79a – Accuracy of Processing, (D)	High is good	99.20	98.40	97.00	99%	99.00%	Median	99%	97.80%	
BV79b (i) - % recoverable overpayments recovered, (A)	High is good	80.61%	71.36%	63.01%	80%	87.36%	Top	88%	93.35%	
BV79b (ii) - % recoverable overpayments recovered, (A)	High is good	38.38%	32.07%	26.80%	38%	36.00%	Median	38%	37.00%	
BV79b (iii) - % recoverable overpayments recovered, (A)	High is good	n/a	n/a	n/a	3.4%	3.00%	n/a	2.7%	3.23%	
BV9 - % Council Tax collected, (D)	High is good	98.48%	97.67%	96.49%	98.12%	98.30%	Median	98.20%	98.28%	
FL 24 Take up of concessionary travel scheme. (A)	High is good					10,950			16,500	
FL1 – Business Rates – Previous Years Debt, (D)	Low is good				£120,000	172,341		£180,000	141,094	
FL3 – Council Tax Previous Years Debt, (D)	Low is good				£660,000	624,787		£650,000	600,371	
Financial Services										
BV8 - % invoices paid on time, (D)	High is good	97%	95%	91%	85%	85.92%	Lower	95%	93.84%	
F1 – Date of closure & production of SoA, (A)	Low is good				30/06/06	59		30/06/07		
Human Resources & Organisational Development										
BV11a - % of top 5% of earners that are women, (A)	High is good	43.565	33.33%	24.11%	16%	18.18%	Lower	19%	21.21%	
BV11b - % top 5%, from black & minority communities, (A)	High is good	4.53%	1.42%	0.00%	3%	0.00%	Lower	3%	0.00%	
BV11c - % top 5% of earners, with a disability, (A)	High is good	5.49%	2.70%	0.00%	3%	0.00%	Lower	3%	0.00%	

Indicator code & title	Target direction	2006/07 Top quartile	2006/07 Median quartile	2006/07 Lower quartile	2006/07 target	2006/07 actual	CBC quartile 2006/07		2007/08 target	2007/08 actual	
BV12 – No. working days/shifts lost due to sickness, (D)	Low is good	8.09	9.32	10.73	10	10.26	Median		8.5	8.87	
BV14 - % employees retiring early, (A)	Low is good	0.18%	0.53%	0.97%	0.64%	0.14%	Top		0.48%	0.00%	
BV15 - % of employees retiring on the grounds of ill health, (A)	Low is good	0.00%	0.18%	0.32%	0.32%	0.29%	Median		0.30%	0.32%	
BV16a - % employees meet DDA 1995, (A)	High is good	4.43	3.03	1.90	2.34%	2.37%	Median		2.62%	1.90%	
BV17a - % employees from minority ethnic communities, (A)	High is good	5.2%	2.1%	1.0%	2.62%	2.6%	Median		2.80%	3.0%	
Operations											
BV 218a % abandoned vehicles investigated (D)	High is good	98.55%	92.54%	82.00%	80.00%	79.50%	Lower		85.00%	79.00%	
BV 218b % abandoned vehicles removed in 24 hrs (D)	High is good	97.87%	90.30%	75.50%	60.00%	72.29%	Lower		80.00%	72.00%	
BV199a - % street cleanliness, % litter & detritus, (D)	Low is good	7.0%	12.0%	17.0%	15.0%	10.7%	Qualified		13.0%	12.0%	
BV199b - % street cleanliness, % graffiti, (D)	Low is good	1%	2%	5%	3%	4%	Qualified		2%	1%	
BV199c - % street cleanliness, % fly posting, (D)	Low is good	0	0	1	1%	0%	Qualified		1%	1%	
BV199d - % street cleanliness, fly tipping score, (D)	Low is good	1	3	3	Score 3	4	Lower		Score 2	Score 4	
BV82a(i) - % household waste recycled, (D)	High is good	22.88%	19.23%	15.79%	17.00%	18.02%	Median		18.00%	19.14%	
BV82a(ii) – Total tonnage of household waste – recycled (D)	High is good	16862.25	10277.50	6951.73	8650	9,157.10	Median		9850	9,719.27	
BV82b(i) - % total waste composted, (D)	High is good	15.53%	10.21%	5.49%	11%	11.79%	Median		12%	12.11%	
BV82b(ii) – Total tonnage of household waste – composting (D)	High is good	10795.86	6084.20	2616.12	5600	5,990.94	Median		6220	6,148.38	
BV82d - % household waste landfilled, (D)	Low is good	55.63%	65.24%	71.69%	n/a	70.19%	Median		n/a	68.75%	
BV82d(ii) – Total tonnage of household waste – landfill (D)	Low is good	49145.76	78612.50	177636.40		35,664.11	Top			34,906.10	
BV84a – Kgs hh waste collected per head pop, (D)	Low is good	395.0kgs	433.9kgs	480.1kgs	450.0kgs	454.9	Median		468.0kgs	455.4	
BV84a(ii) – Total tonnes waste collected (D)	Low is good				n/a	50,812.1			n/a	50,773.7	
BV84b - % change in kilograms per head, (A)	Low is good	-1.78%	0.40%	2.51%	-1.00%	1.95%	Median		2.00%	-2.80%	
BV86 – Annual cost of waste collection per household, (D)	Low is good	£42.04	£48.80	£55.81	£39.25	37.87	Top		£39.30	£38.02	
BV91a - % pop. Served by kerbside recyclables, (A)	High is good	100.0%	98.9%	95.4%	98.0%	98.0%	Median		99.0%	90.0%	
BV91b - % hhs served by 2 kerbside recycling, (A)	High is good	100.0%	98.6%	93.5%	98.0%	98.0%	Median		98.0%	98.0%	

Indicator code & title	Target direction	2006/07 Top quartile	2006/07 Median quartile	2006/07 Lower quartile	2006/07 target	2006/07 actual	CBC quartile 2006/07	2007/08 target	2007/08 actual
GE2 - % of tenanted allotment plots, (D)	High is good				91%	88.26%		90%	87.28%
GE2b – No. of allotments plots, (D)	High is good				618	621		625	640
IT1 – Total no. of Shopmobility hire days, (D)	High is good				5400	5,312		5475	5,479
IT10 – Disabled Bays & H Markings, (D)	High is good					100.00%		94%	0.00%
IT2 – Standard & Excess Charges, (D)	High is good					790		900	962

Policy & Performance

BV106 - % new homes built on previously developed land, (A)	High is good	96.92%	84.70%	65.93%	80%	90.77%	Median	80%	96.53%
BV126 – Domestic burglaries per 1000 households (D)	Low is good	5.8	8.7	13.2	13.7	14.92	Lower	13.9	13.27
BV127a – No. violent crimes per 1000 population, (D)	Low is good	13.1	17.1	22.9	17.80	27.31	Lower	17.50	23.58
BV127b – Robberies per 1,000 population, (D)	Low is good	0.3	0.6	1.3	0.72	1.08	Median	0.70	0.83
BV128 – No. vehicle crimes per 1000 population, (D)	Low is good	7.0	9.6	13.9	10.80	13.82	Lower	10.50	11.72
BV16b - % economically active population with a disability, (A)	High is good	n/a	n/a	n/a	6.9%	6.90%	n/a	6.9%	6.90%
BV200a – Development plan adoption, (A)	High is good	n/a	n/a	n/a	100%	100%	n/a	100%	100%
BV200b – Proposed alterations on deposit?, (A)	High is good	n/a	n/a	n/a	100	100%	n/a	100%	100%
BV2a – Equality standard, (A)	High is good	n/a	n/a	n/a	Level 2	1	n/a	Level 2	2
BV2b – Promote race equality, (A)	High is good	n/a	n/a	n/a	100%	100%	n/a	100%	100%
BV2bb – Continued improvements, (A)	High is good	84%	74%	58%	74%	74%	Median	79%	72%
ED11 – Listening to Business visits, (A)	High is good					9		20	22
ED12 – Inward investment enquiries, (A)	High is good					240		200	312

Wellbeing & Culture

BV170a – Visits/usages of museum per 1000 pop, (D)	High is good	1067	482	180	2800	3,301	Top	3360	3,565
BV170b – Visits to museum in person per 1000 pop, (D)	High is good	620	265	104	520	623	Top	636	585
BV170c – Pupils visiting museum in organised groups, (D)	High is good	831	3008	8866	3700	5,813	Median	6000	5,500

Indicator code & title	Target direction	2006/07 Top quartile	2006/07 Median quartile	2006/07 Lower quartile	2006/07 target	2006/07 actual	CBC quartile 2006/07		2007/08 target	2007/08 actual	
TO15 - Visitor spending per head in TIC, (D)	High is good				38p	0.37			38p	0.36	
TO32 - Website visitors, (D)	High is good				320,000	437,101			500,000	534,480	
TO37 - % inspected accommodation, (A)	High is good				85%	86.00%			86%	86.00%	

Appendix B - Indicators and Milestone statistics

Best Value and local indicators

	Total	Improved since 2006/07								Against 2007/08 target								National Quartiles 2006/07 (BVPs)							
		Y		N		Same		n/a		Below		Above		On		n/a		Lower		Top		Median		n/a	
Community Services/CBH	32	18	56%	8	25%	1	3%	5	16%	8	25%	9	28%	13	41%	2	6%	2	9%	6	27%	8	36%	6	27%
Wellbeing & Culture	6	2	33%	3	50%	1	17%	0	0%	0	0%	0	0%	6	100%	0	0%	0	0%	2	67%	1	33%	0	0%
Finance	2	1	50%	0	0%	0	0%	1	50%	0	0%	0	0%	1	50%	1	50%	1	100%	0	0%	0	0%	0	0%
HR	8	4	50%	2	25%	2	25%	0	0%	3	38%	2	25%	3	38%	0	0%	3	38%	1	13%	4	50%	0	0%
C.A.S.T	14	12	86%	2	14%	0	0%	0	0%	0	0%	8	57%	5	36%	1	7%	0	0%	3	27%	4	36%	4	36%
Legal	0	Not applicable								Not applicable								Not applicable							
Built Environment	10	6	60%	3	30%	1	10%	0	0%	2	20%	1	10%	7	70%	0	0%	0	0%	5	71%	1	14%	1	14%
Operations	23	13	57%	5	22%	4	17%	1	4%	2	9%	7	30%	10	43%	4	17%	3	17%	2	11%	9	50%	4	22%
Policy & Performance	13	8	62%	1	8%	4	31%	0	0%	3	23%	1	8%	5	38%	4	31%	3	27%	0	0%	3	27%	5	45%
TOTALS	108	66	61%	23	21%	12	11%	7	6%	17	16%	25	23%	47	44%	19	18%	12	15%	19	23%	30	37%	20	25%

NB: Bv226c, BV63 & F1 to be updated end of June

NB: Operations had 3 BVPs qualified in 2006/07.

Indicator progress since first reported

		Improved since reporting began							
		Yes		No		Same		n/a	
Community Services/CBH	32	15	47%	10	31%	4	13%	3	9%
Wellbeing & Culture	6	4	67%	1	17%	1	17%	0	0%
Finance	2	1	50%	0	0%	0	0%	1	50%
HR	8	3	38%	2	25%	3	38%	0	0%
C.A.S.T	14	11	79%	0	0%	2	14%	1	7%
Legal	0	Not applicable							
Built Environment	10	8	80%	1	10%	0	0%	1	10%
Operations	23	12	52%	5	22%	3	13%	3	13%
Policy & Performance	13	5	38%	1	8%	1	8%	6	46%
TOTALS	108	59	55%	20	19%	14	13%	15	14%

Corporate Business Plan Milestones

	Total	Status							
		Comp.		Un/k'n		Below		Other	
Community Services/CBH	21	17	81%	2	10%	1	5%	1	5%
Wellbeing & Culture	5	5	100%	0	0%	0	0%	0	0%
Finance	3	2	67%	0	0%	1	33%	0	0%
HR	6	2	33%	0	0%	4	67%	0	0%
C.A.S.T	1	1	100%	0	0%	0	0%	0	0%
Legal	3	3	100%	0	0%	0	0%	0	0%
Built Environment	9	4	44%	0	0%	5	56%	0	0%
Operations	15	13	87%	2	13%	2	13%	0	0%
Policy & Performance	19	14	74%	0	0%	2	11%	3	16%
TOTALS	82	61	74%	2	2%	15	18%	4	5%

Appendix C - Significant performance improvement since first collected

Indicator code & title	Target direction	1st recorded outturn	2007/08 actual	Comment
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Built Environment

BV109a - % major applications decided in 13 wks, (D)	High is good	34%	94.44%	The significant improvement in performance is due to two factors: 1) a change in working practices to allow for more communication between applicants, officers and consultees at the pre- application stage which then enables the submitted application to progress more smoothly through the system. 2) has been the increased resource in the division provided by the 6 posts that have been funded by planning delivery grant
BV109b - % minor applications decided in 8 wks, (D)	High is good	63%	89.45%	
BV109c - % other applications decided in 8 wks, (D)	High is good	70%	94.81%	

Community Services / CBH

BV184a - % homes which are non-decent, (A)	Low is good	73%	10%	
BV184b - % change in proportion, (A)	High is good	3%	80%	
BV64 - Private sector vacant dwellings re-occupied, (D)	High is good	25	59	The improvement in this area is down to the drive and commitment of the technical officer tasked with bringing empty properties back into use.

Customer Access & Service Transformation

BV76c - No. fraud investigations per 1000 claimants, (D)	High is good	35.8	68.1	
BV76d - No. sanctions per 1000 claimants, (D)	High is good	4.89	21.44	
BV79b (i) - % recoverable overpayments recovered, (A)	High is good	50%	93.35%	

Indicator code & title	Target direction	1st recorded outturn	2007/08 actual	Comment
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Financial Services

BV8 - % invoices paid on time, (D)	High is good	74%	92.58%	Significant progress has been made in improving this indicator resulting in the performance of processing within 30 days increasing from 85.9% to 92.58% over a 12 month period. This has been achieved through the development, production and circulation of monthly reports which identify service areas that are above and below target. These have been used in management team meetings across the organisation to highlight problem areas and tackle underperformance. Whilst the improvement in performance is good, there is still work to be done to ensure that staff across the organisation provide back up arrangements to cover for holidays and sickness in order to ensure that the speedy processing is maintained and improved further.
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Human Resources & Organisational Development

BV11a - % of top 5% of earners that are women, (A)	High is good	14%	21.21%	The percentage of women within the top 5% of earners has increased by 7.21% over the last 7 years. Despite this encouraging performance, further work to attract more women to senior positions is planned for the future.
BV12 - No. working days/shifts lost due to sickness, (D)	Low is good	3.5 days (2002/03 12.4 days)	8.87	The average for 2007-8 was 8.87 days absence per full time equivalent (FTE) – a significant reduction against 10.26 days in 2006-7, and a total reduction of 3.53 days per FTE since 2002/03. All areas bar one were under the 8.5 day target. Focussed action will continue to meet the current year target of 7.5 dys per FTE per year

Operations

BV82a(i) - % household waste recycled, (D)	High is good	7.90%	20.33%	Significant investment and operational efficiency have delivered sustained improvement in performance.
BV82b(i) - % total waste composted, (D)	High is good	0.60%	13.33%	Significant investment and operational efficiency have delivered sustained improvement in performance.

Indicator code & title	Target direction	1st recorded outturn	2007/08 actual	Comment
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Policy & Performance

BV106 - % new homes built on previously developed land, (A)	High is good	87%	96.53%	In 2000 Planning Policy Guidance Note 3 (Housing) was published. This guidance emphasised the Government commitment to increasing the efficient use of land by increasing densities, particularly in urban areas with good transport links. The application of PPG3 together with the concentration of new development within the urban area in line with policies of the local plan has significantly contributed to the increase of new homes built on previously developed land.
BV128 - No. vehicle crimes per 1000 population, (D)	Low is good	19.7	11.72	BV128 has improved since 2000 due to increased security measures pre-installed on cars, increased security in the town's car parks and high profile awareness raising schemes.

Wellbeing & Culture

BV170a - Visits/usages of museum per 1000 pop, (D)	High is good	2270	3,565	
TO32 - Website visitors, (D)	High is good	18,900	534,480	

Appendix D – Cheltenham Borough Homes

Major achievements since CBH set up in 2003, plus latest performance against target for CBC Annual Performance Report.

The company underwent a successful programme of organisational development. This included developing the company's vision and objectives in consultation with staff, Board and stakeholders; the company's internal management structure; and staff and Board members progressing through bespoke training programmes. Production of a HRA business plan setting out a viable financial operating environment over the next 30 years and the production of a company delivery plan set out a robust framework for the future.

An inspection by the Housing Inspectorate in 2003/04 resulted in a 2 star 'good' and 'promising prospects' rating for CBH and released £31.4m of funding for the decent homes programme.

A full review of governance arrangements resulted in an improvement plan, which has been successfully completed. The CBH Board is strong and effective with two thirds of members being current CBH tenants. The approach to governance has been recently recognised by the Audit Commission as an area of positive practice.

CBH signed up to the Government's Respect Agenda and delivered on the Respect action plan; working effectively in partnership to tackle anti-social behaviour.

A successful government-led Supporting People Inspection was carried out in 2006 resulting in a 'silver' rating for CBH.

A range of VFM based service reviews has been undertaken which have improved performance and realised significant cost savings.

A re-inspection by the Audit Commission in 2007 resulted in CBH being awarded the highest possible rating for an ALMO, and six areas recognised as examples of positive practice.

CBH were highly commended in 2007 by the National Federation of ALMOs (NFA) for their 'Junior Wardens' initiative in the Community Awards category of their annual NFA Awards.

In 2008 CBH were awarded Investors In People (IiP) Status.

The decent homes programme will be completed on time, at the end of 2008: two years ahead of government targets.

CBH have begun a successful programme of 'neighbourhood works'. This involves regenerating areas, in consultation with residents, to deliver local improvements to communal areas, making better use of community space and encouraging community activity.

Since 2003 CBH has shown a track record of continuous and significant improvements in all key service areas including re-let times for voids, rent arrears and tenant satisfaction.

Appendix E - Performance against Business Plan Milestones

Chief Executive Group

Milestones that were incomplete at year end

Milestone	Ambition	Responsible division	Progress
Embed climate change proofing in our green space strategy & LDF core strategy.	10.I - Reduce the carbon footprint of CBC	Policy & Performance	Strategic environmental assessment work has progressed and there was input in the green space strategy as required. Work is ongoing in 2008/9 see ambition 7A
Prepare our LDF core strategy within the timescales set out in our Local Development Scheme.	2.F - Local Development Scheme	Policy & Performance	The council has taken an in principle decision to develop a joint core strategy, which will require a revision to the LDS. This is an ongoing action see ambition 2G in 'Our Plans 2008/09'.

Milestones that were complete or deferred at year end

Milestone	Ambition	Responsible division	Progress
Restructure the CDRP to ensure that it is fit for purpose.	1.A - CCSP - Reducing overall crime levels	Policy & Performance	This work has been completed and the partnerships' performance has improved.
Produce a community engagement strategy.	10.A - A framework for community engagement	Policy & Performance	Framework for engagement strategy agreed by cabinet on 11 March 2008
Approve the new community strategy.	10.B - Equalities & community cohesion	Policy & Performance	Final documents agreed by council on 8 October and launched on 29th October
Implement restructuring proposals for both the CSP & its thematic partnerships.	10.H - Review arrangements for key partnerships	Policy & Performance	Partnership prospectus agreed by cabinet, developmental work underway across the six partnerships; standard terms of reference prepared and agreed. All six partnerships have now met at least twice and their action plans are under development. Corporate governance workshop held on 15 January with partnership lead officers
Implement the Severn Wye Energy Agency Key Account Management & MY Energy projects.	10.I - Reduce the carbon footprint of CBC	Policy & Performance	MyEnergy progressing well, KAM project recommendations from EST, SWEA due to issue final version. Project passed over to Operations Division for completion. Sustainability Advisor completed tasks required.
Raise community awareness of climate change issues via Vision 21 events & business canvassing project.	10.I - Reduce the carbon footprint of CBC	Policy & Performance	Climate change event held 23rd July 2007
Revise the PAT to reflect business plan & community plan priorities approved by council.	10.I - Reduce the carbon footprint of CBC	Policy & Performance	Business plan not approved until March. Revisions to PAT took place after approval at council – original timescale had suggested amendments to be made in January 2008
Prepare our housing land allocation development plan.	2.F - Local Development Scheme	Policy & Performance	Deferred - Housing land allocation DPD removed from LDS following discussion with GOSW
Prepare an affordable housing SPD within the timescales.	2.F - Local Development Scheme	Policy & Performance	Deferred - LDS changed following discussion with GOSW and preparation to start July 2009 therefore initiative is pending – revised timetable will depend on new LDS to be agreed if joint core strategy developed

Milestone	Ambition	Responsible division	Progress
Agree our economic development strategy.	3.A - Increase business investment	Policy & Performance	Strategy was approved by cabinet.
Develop & agree an economic strategy for urban Gloucestershire with partners.	3.A - Increase business investment	Policy & Performance	Strategy has been approved by Gloucestershire First.
Complete the employment land audit.	3.A - Increase business investment	Policy & Performance	Consultants asked to undertake additional survey work which extended end date of project
Identify sites that will deliver the employment strategy as set out in the LDF core strategy.	3.A - Increase business investment	Policy & Performance	Project slipped because additional sites included within comparative site assessment together with inclusion of sustainability assessment of all peripheral sites. Expected completion end May 2008. This work forms part of ambition 2F ('Our Plans 2008/09')
Prepare our employment land development plan within timescales set out in our LDS.	3.A - Increase business investment	Policy & Performance	Deferred - Employment land DPD removed from LDS following discussion with GOSW
Ensure that GVA per head is kept at least at 135% of the national average.	3.B - Support growth sectors	Policy & Performance	This is not a valid milestone. The figure of GVA is based on 2004 economic data and not representative of the current Cheltenham position.
Support the delivery of the screen-writers festival.	3.B - Support growth sectors	Policy & Performance	Funding allocated to support the festival and successful even held in summer 2007.
Support the Learning & Skills council & Princes Trust to roll out skills development programme.	3.C - Meet gaps in skills levels	Policy & Performance	SLA completed Agreement received from Princes trust awaiting final copy from legal

Corporate Services Group

Milestones that were incomplete at year end

Milestone	Ambition	Responsible division	Progress
Complete the harmonisation of the terms & conditions package.	10.E - Delivery of single status	Human Resources & Organisational Development	May 08 - In-principle agreement reached in April 08. Implementation date Sept 08 Nov 07 - Work continues on the single status project. New expected completion is March 2008
Implement a new pay & grading structure for all employees below Assistant Director level.	10.E - Delivery of single status	Human Resources & Organisational Development	May 08 - In-principle agreement reached in April 08. Implementation date Sept 08 Nov 07 - Work continues on the single status project. New expected completion is March 2008
Complete a job evaluation exercise on the senior management team's posts.	10.E - Delivery of single status	Human Resources & Organisational Development	May 08 - Assessment of job evaluations scheme commenced. Presentation by Hay scheduled this month. November 07 - On hold pending the outcome of the single status project (refer to 7.C.a and 7.C.b)
Agree a new pay & grading structure for senior managers.	10.E - Delivery of single status	Human Resources & Organisational Development	May 08 - Modelling of new pay and grading structure to follow evaluation (refer to 7.C) November 07 - On hold pending the outcome of the single status project (refer to 7.C.a and 7.C.b)
Obtain political approval to an action plan, to achieve Use of Resources level 4.	10.J - A forward thinking organisation	Financial Services	March 2008: In the process of completing the 2008 UOR self assessment UOR for submission to the new auditors (KPMG) in June 2008, based upon the harder test. This has identified the issues to be addressed up to June 2008 in order to secure the best score possible for 2008.

Milestones that were complete or deferred at year end

Milestone	Ambition	Responsible division	Progress
Establish a baseline level of satisfaction with the current O&S arrangements.	10.C - A strong Overview & Scrutiny process	Legal & Democratic Services	Officers proposed to the Scrutiny Champions Group that assistance was sought from the centre for public scrutiny in evaluating our scrutiny process, members turned down this proposal preferring a self assessment, but no resources were available to progress this further. The scrutiny champions group has continued to meet regularly to review all aspects of the scrutiny process. Individual chairs were generally happy with the way their committees were operating.
Implement an electronic validation system to check postal vote authenticity.	10.D - Increased participation in elections	Legal & Democratic Services	This was implemented in time for the district council elections.
Prepare for the elections in May 2008.	10.D - Increased participation in elections	Legal & Democratic Services	Preparations were undertaken.
Agree the competency framework.	10.E - Delivery of single status	Human Resources & Organisational Development	May 08 - Competency Framework completed and agreed end of March 08 and incorporated into the appraisal process. November 2007 - Focus groups are taking place with staff and other stakeholders.
Apply the sickness absence policy & actions of the Work Positive Steering Group.	10.F - Improved corporate health	Human Resources & Organisational Development	May 08 - Personnel Officers continue to work closely with Service Managers to help reduce absence within their teams and the average days lost per employee has now reduced from 10.27 to 8.87. November 2007 - Work Positive Steering Group continues to meet bi-monthly. Personnel Officers continue to work with Service Managers to help reduce absence within their teams.
Introduce sound corporate governance arrangements which comply with regulatory body guidance.	10.J - A forward thinking organisation	Financial Services	March 2008: The Audit Committee has met during the course of 2006/07 and has considered a wide range of issues / documents including the statement of accounts, statement of internal control (SIC) Annual Audit and Inspection letter (AAIL), internal and external audit plans, code of corporate governance, data quality, Use of Resources, budget proposals. Members feedback would suggest that the work of the Audit Committee is valued.
Determine our funding strategy as part of the 2008-09 budget process.	10.J - A forward thinking organisation	Financial Services	March 2008: Following the analysis of the Comprehensive Spending Review (CSR07), the MTFS projection of the budget gap was revised to £2.6m over the next 5 years. The BtG group agreed a set of targets for workstreams, each with a lead officer, to deliver the projected budget gap which was approved by council in February 2008.
Achieve Level 1 of the Sustainable Procurement Taskforce Flexible framework.	2.D - Sustainable purchasing decisions	Customer Access & Service Transformation	Level 1 to be achieved by November 2007 with procurement review taking place at the same - this revised approach should deliver the overall action 1 month in advance. Direct impact on service delivery (unable to carry out normal service as a result of the emergency) Delayed to January due to flood and staff shortages. Procurement strategy updated as required and approved by cabinet in February

Environment Group

Milestones that were incomplete at year end

Milestone	Ambition	Responsible division	Progress
Introduce commercial cardboard collections & expand commercial glass collections.	2.A - Expand our recycling services	Operations	Customer survey and market analysis completed. Project delayed awaiting confirmation from Defra regarding waste categories. Operational service delivery method agreed and work continues on business processes. Discussions ongoing with a potential private sector partner for the receipt and processing of collected materials.
Incorporate a section on sustainability in all planning officer reports by September.	2.C - Embed our sustainable construction action plan	Built Environment	All committee and delegated reports now include a section on how the scheme proposes to sustainability. If a proposal does not include measures to improve the performance of the building, we attach a standard condition which requires the building to achieve a 25% reduction in CO2 emissions compared with the equivalent, which achieves the standard of Level 3 of the Code for Sustainable Homes.
Phased demolition of properties in Crabtree Place & Hudson/Manser streets, inc. acquisition of private interests.	5.D - Sustainable regeneration of St. Pauls	Built Environment	Phased demolition due to start 21st Jan 08. 2 private acquisitions completed. A third may go to compulsory purchase. 1 other close to completion, but not key to the regen scheme.
Release 1 major town centre site for development as part of Civic Pride.	7.A - Civic pride project	Built Environment	March 08 - delayed due to position taken by the Environment Agency on flood risk of the area selected (St. James) Initial briefing and property research complete.
Produce the Urban Design SPD ensuring sustainable construction principles are incorporated.	7.A - Civic pride project	Built Environment	Anticipate SPD consultation Spring 2008; Adoption June 2008 (will complete 1st phase of project) 1 month behind with LDS programme
Prepare a conservation area SPD to ensure protection & enhancement of the built environment.	7.A - Civic pride project	Built Environment	Anticipate SPD consultation Spring 2008; Adoption June 2008 (will complete 1st phase of project) 1 month behind with LDS programme
Develop Park Watch schemes at Caernavon Park & Hatherley Park.	7.B - Invest in our parks, gardens & green space	Operations	March 08 - The post required for this has been frozen so this milestone will not happen in the foreseeable future.

Milestones that were complete or deferred at year end

Milestone	Ambition	Responsible division	Progress
Expand garden collection scheme to an additional 5,000 houses.	2.A - Expand our recycling services	Operations	Complete
Provide one collection point for shredded/white paper.	2.A - Expand our recycling services	Operations	Complete
Provide 15 bring sites for cardboard & plastic.	2.A - Expand our recycling services	Operations	15 cardboard banks place at 12 locations (doubles up at both Sainsbury's and Morrisons due to customer demand).
Establish a community champions scheme in partnership with Cheltenham Centre for Change.	2.A - Expand our recycling services	Operations	The scheme was launched in April 07 and has made steady progress. Initiatives delivered to date include volunteers collecting telephone directories and dry cell batteries and delivering them to the Swindon Road Recycling Centre. Volunteers have also provided a presence at recycling road shows. A detailed evaluation is scheduled for late February and discussions are taking place to increase the number of volunteers.

Milestone	Ambition	Responsible division	Progress
Introduce a sustainability checklist to accompany planning applications.	2.C - Embed our sustainable construction action plan	Built Environment	Anticipate SPD consultation Spring 2008; adoption June 2008 (will complete 1st phase of project).
Ensure sustainable construction principles are integrated in development proposals for Midwinter site.	2.C - Embed our sustainable construction action plan	Built Environment	Complete
Invest in 8 sites to create affordable homes through the Cheltenham & Tewkesbury Housing Market Partnership.	5.C - Secure more affordable homes	Built Environment	Complete
Consult on the draft Urban Design & Conservation area framework SPDs within timescales set out in our LDS.	7.A - Civil pride project	Built Environment	Complete
Appoint a new part-time Community Ranger.	7.B - Invest in our parks, gardens & green space	Operations	Complete
Implement phase 2 in the agreed master plan for the Welch Road community park.	7.B - Invest in our parks, gardens & green space	Operations	15/01/08 Sustainable planting to be undertaken February, public art installation underway.
Complete the conservation & management plan and stage 1 proposals for Pittville Park.	7.B - Invest in our parks, gardens & green space	Operations	Delayed due to uncertainty over Midwinter and flood defence for Leisure@.
Regularly monitor the county council's highways major schemes & maintenance within borough.	8.A - Effective working with the Highways Agency Agreement	Operations	Environment O&S monitor both major schemes and programmed maintenance on a regular basis. As the functions have now been transferred to the County Council no other monitoring processes are being undertaken.
Implement the first phase of the CPE proposals.	8.B - Promotion of safe & responsible parking	Operations	New arrangements went live on 5th November 2007 and 3994 penalty charge notices issued for illegal parking in first 13 weeks.
Introduce on-street parking arrangements & carry out appropriate levels of enforcement.	8.B - Promotion of safe & responsible parking	Operations	Complete
Continue to enhance our existing car parking stock.	8.B - Promotion of safe & responsible parking	Operations	St James Street Car Park - resurfacing and relining, including disabled bays, CCTV installed, speed humps £51,500. Portland Street Car Park - resurfacing and drainage £15,000.
Enable the successful integration with the county concessionary transport scheme.	8.C - Concessionary transport	Operations	Complete
Determine nature of funding to support national permit scheme & agree financial strategy as part of 08/09 budget.	8.C - Concessionary transport	Operations	Complete

Social & Community Group

Milestones that were incomplete at year end

Milestone	Ambition	Responsible division	Progress
Produce an action plan to reduce ASB using motor vehicles.	1.B - CCSP - Reducing anti-social behaviour	Community Services	This work is ongoing.

Milestones that were complete or deferred at year end

Milestone	Ambition	Responsible division	Progress
Update the Night Time Economy Strategy to inc. results of the Reducing Alcohol Related Violence Project.	1.A - CCSP - Reducing overall crime levels	Community Services	Deferred - NTE strategy no longer being updated as the work of the RARV project supercedes it. See Public Protection RARV initiative for related information.
Roll out a joint approach with all partner agencies that will reduce crime in the town centre.	1.A - CCSP - Reducing overall crime levels	Community Services	Complete
Prepare for the Gambling Act introduction of new regulatory framework with significant new licensing responsibilities.	1.A - CCSP - Reducing overall crime levels	Community Services	Complete
Deliver a programme of joint inspections with police & fire service into 40 licensed premises.	1.A - CCSP - Reducing overall crime levels	Community Services	Complete
Develop an anti-social behaviour (ASB) action plan.	1.B - CCSP - Reducing anti-social behaviour	Community Services	Complete
Gain an understanding of the reasons why children & young people become involved in ASB	1.B - CCSP - Reducing anti-social behaviour	Community Services	Complete
Reduce energy consumption & explore scope to introduce renewable energy facilities.	2.E - Save energy & encourage the use of renewable sources	Community Services	Complete
Improve the standards of accommodation in the private sector, particularly for vulnerable people.	2.E - Save energy & encourage the use of renewable sources	Community Services	Target met. Figures contributing to LAA target.
Create & appoint a joint funded post with Gloucestershire Primary Care Trust.	4.A - Improving the health of our communities	Wellbeing & Culture	January update - Rowena Adam started her role on the 14th January.
Deliver a 6-week Summer of Sport Festival for young people.	4.B - Encourage sports participation	Wellbeing & Culture	Complete
Roll out proposals to enforce the new legislation banning smoking in public places.	4.C - Drive to reducing smoking & drinking	Community Services	Complete

Milestone	Ambition	Responsible division	Progress
Have an enforcement officer in post.	4.C - Drive to reducing smoking & drinking	Community Services	Complete
Springbank/Arle & Oakley Community resource centres operational on time & in budget.	5.A - Improved structure for regeneration activities	Community Services	Complete
Agree a way forward for increasing financial stability with the 5 regeneration companies.	5.A - Improved structure for regeneration activities	Community Services	Complete
Create an improved organisational structure for our regeneration activities.	5.A - Improved structure for regeneration activities	Community Services	The plan to establish a Single Regeneration Company for Cheltenham has now ended, in light of the five regeneration companies decision, on 9 March 2007, not to accept the findings of a constants report which looked at the planned merger of these organisations into a Single Regeneration Company.
Make headway to bring all council owned residential properties up to the Government decency standard	5.B - Improved housing stock to decency standard	Cheltenham Borough Homes	Complete
Roll out a programme of coordinated investment in youth activities & facilities in the south of Cheltenham.	6.A - Invest in youth facilities	Community Services	Complete
Develop a pilot scheme at Agg Gardner recreation ground.	6.A - Invest in youth facilities	Community Services	Complete
Work with the youth service to appoint 2 new part-time youth workers.	6.A - Invest in youth facilities	Community Services	Complete
Determine cost & funding strategy for the investment programme at the AGM.	9.A - Invest in our cultural activities & venues	Wellbeing & Culture	<p>The target completion date for Stage 1 of the HLF Bid was due to be September 2007. At a meeting held with HLF in July, to discuss the bid, HLF advised CBC to submit a revised bid in March 2008, once CBC have awarded the architect and design scheme from the RIBA competition. Until Phase 1 Bid is submitted, Stage 2 cannot progress.</p> <p>A meeting was held in November 2007 between the BOD and Carol Procter of HLF regarding a decision on which HLF bid should progress - AGM or Pittville Park Scheme - to a stage 1/2 application in 2008.</p> <p>We await the official decision.</p> <p>A bid to the HLF has been deferred until 2010. A cabinet report on the 15th April recommended in principle an allocation of £2mil from the sale of land (Midwinter Scheme) to enable the fund raising launch for the end of April 08. There has also been a proposal from a significant charity for an allocation of £750K on the condition that the £2mil is match funded - this is in addition to the £500K already agreed from the sale of the Axiom.</p>
Establish Cheltenham Festivals as a separate company located in own premises.	9.A - Invest in our cultural activities & venues	Wellbeing & Culture	Complete
Agree future plans for management & operations of PPR & Town Hall.	9.A - Invest in our cultural activities & venues	Wellbeing & Culture	Complete