

1. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER ONE (April-June) 2015

Submitted by: Executive Management Team

Portfolio: Policy, People & Partnerships
Finance, IT & Customer

Wards Affected: All

Purpose

To provide Cabinet with the Financial and Performance Review report with the Financial and Performance Review report - first quarter 2015/16.

Recommendations

- (a) That Members note the contents of the attached report and agrees to the recommendation that the Council continues to monitor and scrutinise performance alongside the latest financial information for the same period.
- (b) That Members note the comments made through the Scrutiny process and the responses from officers and others to these comments.

Reasons

The Financial and Performance Management monitoring reports provide information on a quarterly basis regarding the performance of individual council services, alongside related financial information on the organisation. This report will be presented to Cabinet on 16 September 2015. This report was originally presented to the Finance, Resources & Partnerships Scrutiny (FRAPS) Committee meeting on 3 September 2015.

1. Background

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the first quarter of 2015/16 by presenting performance data set within a financial context.
- 1.2 This report provides broad financial information (Appendix A) and also detailed analysis of performance (Appendix B) for the first quarter of 2015/16.
- 1.3 A summary of the overall performance picture is presented in section 3 of this report and members will note that performance is generally progressing well.


2. 2015/16 Revenue and Capital Budget Position



- 2.1 The Council approved a general fund revenue budget of £13,830,450 on 25 February 2015. Further financial information is provided in Appendix A.

3 Performance

- 3.1 The latest performance information is reported and attached as Appendix B.
- 3.2 Any indicators failing to meet the set targets are reported, by exception, in the table found in section 3.6.

- 3.3 The information found in Appendix B is presented in four sections against each corporate priority and detailed results and progress towards identified outcomes for the Council is presented here as well.
- 3.4 The number of indicators monitored in this report for quarter one 2015-16 is 27 in total, and the proportion of indicators which have met their target during this period stands at 81%.
- 3.5 The report contains five columns designed to show achievement:
- The “Good is” column denotes whether ‘low’ or ‘high’ figures are good and allows the reader to analyse the results in detail;
 - There are two columns included showing comparative quarterly performance for 2014-15 and 2015-16 – this allows the reader to gain some insight into annual trends;
 - The fourth column shows the annual target for 2015-16 (in some cases a quarterly target may be provided when relevant and necessary) and;
 - In the last column one set of symbols (icons) show whether performance is on target or not at this time.
- 3.6 Five indicators from Appendix B are off target this quarter and are reported by exception in the table below, together with commentary.

Exception Report Quarter 1, 2015 (April –June)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
1.7	The amount of residual waste per household	108.67 kgs (est)	415kgs (annual)		Trevor Nicoll	Councillor Beech
Comment	Slight improvement compared to quarter 1 in 2014-15, but still requires work. Promotion of the food waste collection service undertaken, including supply of liners to all Tuesday collections. Additionally stickers are being placed on all refuse bins, stating ‘NO FOOD WASTE’. As food waste amounts to 16% of the contents in residual waste, and trials so far are showing an uplift of 10% in food waste tonnage collected, this should have a positive impact on this target.					
<u>Comment from Portfolio Holder: Cllr. Ann Beech</u>						
At a time when some Councils are downgrading their recycling targets in response to national trends of reduced paper use, lighter packaging materials and removal of street sweepings from what can be counted, it is a credit to our residents and their support for the service that last year’s recycling rate beat that from the year before and maintained an above 50% level. This ensured that we are we are 5 years ahead of the national required target of 50% by 2020.						
It is further hoped that as we move to implement the new service in 2016, which incorporates the kind of improvements that residents have called for such as better containers and more regular collections of recycling, our service will be in a strong position to build on the good current performance and push for a mid to late 50’s level over the life of the next strategy period.						

Exception Report Quarter 1, 2015 (April –June)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
2.6	Percentage of Minor Planning Applications determined within time	56.9%	75%		Guy Benson	Councillor Proctor
Comment	<p>Performance with respect to this target during this quarter was poorer than in the preceding quarter, notwithstanding the return by the beginning of the quarter, from long term sickness, of a part-time officer in this small team. Due to the issue of already out of time applications from the preceding quarter it proved difficult to hold performance, and there has been a marked increase in the number of applications for Minor development as well. Proposals to address staff resourcing/capacity agreed by July Cabinet which should help to improve the Service's performance in the latter part of 2015/16. In addition a Development Management Performance Action Plan submitted to Planning Committee 18th August sets out these proposals along with further measures to address the under performance.</p> <p>Finally, members may wish to note that government has announced proposals to include performance on Minor applications within its performance regime.</p>					
2.7	Percentage of Other Planning Applications determined within time	81.9%	85%		Guy Benson	Councillor Proctor
Comment	<p>Performance with respect to this target was maintained during this quarter relative to that of the preceding quarter and although below target is significantly closer to the revised target. The measures described in the comment for 2.6 would be expected to address under achievement in this target too.</p>					
<p><u>Comment from Portfolio Holder: Cllr. Bert Proctor (re items 2.6 & 2.7)</u> The performance reflects ongoing staff capacity issues coupled with an increase in application numbers. Cabinet has agreed to inject additional resources in to the relatively small team in the expectation that improved performance will be achieved in quarters 3 and 4 with sustained improvement thereafter.</p>						

Exception Report Quarter 1, 2015 (April –June)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
4.3	Average number of days per employee lost to sickness	2.63 days (1.82 days long term and short term 0.81 days)	1.88 days	No	Sarah Taylor	Councillor Shenton
Comment	<p>In Qtr. 1 we have seen the effect of an unusually large number of long term sickness cases, totalling 23 during the period. However, both short term and long term sickness cases are continuing to be pro-actively managed with HR and Occupational Health support and are monitored monthly at Executive Management Team and Departmental meetings.</p>					
<p><u>Comment from Portfolio Holder: Cllr. Elizabeth Shenton</u> This indicator is regularly reported to me and monitored, and since Q1 the number of long term absences has improved significantly.</p>						
4.5	% Unmet demand (number of calls not answered as a % of total call handling volume)	12%	8%	No	Jeanette Hilton	Councillor Turner
Comment	<p>Performance has been adversely impacted upon during the first quarter because of high sickness levels. This has been a challenging time but in order to achieve this unmet demand, Customer Service agents are supported by additional resource from Customer Support and secretarial support (part of the Business Admin Review) who are answering level 2 (switchboard) telephone calls.</p>					
<p><u>Comment from Portfolio Holder: Cllr. Terry Turner</u> All performance for the service is discussed with me and monitored on a regular basis, and underperformance in this instance is due to the unusually high sickness levels as noted above. It is reassuring that a flexible staffing process is now in place to provide support and thereby reduce impact on the public where possible.</p>						

Officers consider that the performance against these indicators does not give rise to serious cause for concern at present, and the management of each of the service areas concerned continue to monitor and take steps to deal with under achievement of targets where possible and/or appropriate.

Further quarterly updates will be provided for Members in future reports.

- 3.7 Positive performance can be seen in a range of services and members will note that some services are affected by both seasonal and external factors. It should also be noted for consideration that some indicators have stretched targets set and local targets that are higher than the national ones.

4. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

4.1 All indicators link to corporate priorities set out in the Council Plan and/or Service Plans.

5. Legal and Statutory Implications

5.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

6. Equality Impact Implications

6.1 There are no differential equality issues arising directly from this monitoring report.

7. Financial and Resource Implications

7.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to the Budget Support Fund and will be available in future years for use as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from the Budget Support Fund.

8. Major Risks

8.1 The ongoing changing market conditions represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may choose whether or not to use Council facilities or in the case of the waste/recycling service where the volume of recycled materials is liable to fluctuate. The situation will be monitored through the normal budget monitoring procedures.

8.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.

8.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

9. List of Appendices

Financial information (Appendix A), and the Performance report (Appendix B) are attached.

10. Background Papers

Working papers held by officers responsible for calculating indicators.

11. Management sign off

Each of the designated boxes need to be signed off and dated before going to Executive Director/Corporate Service Manager for sign off.

	Signed	Dated
Financial Implications Discussed and Agreed		
Risk Implications Discussed and Agreed		
Legal Implications Discussed and Agreed		
H.R. Implications Discussed and Agreed		
ICT Implications Discussed and Agreed		
Report Agreed by: Executive Director/ Head of Service		