

## 1. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER TWO (July -September) 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 - second 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 11 November 2015. This report was originally presented to the Finance, Resources & Partnerships Scrutiny (FRAPS) Committee meeting on 4 November 2015.

## **1. Background**

- 1.1 This quarterly report provides Members with a detailed update on how the Council has performed during the second 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 second 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 two 2015-16 is 27 in total, and the proportion of indicators which have met their target during this period stands at 85.2%.


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 Four indicators from Appendix B are off target this quarter and are reported by exception in the table below, together with commentary.

Exception Report Quarter 2, 2015 (July - September)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
2.6	Percentage of Minor Planning Applications determined within time	64.7% (Cumulative)	75%	No	Guy Benson	Cllr. Proctor
<b>Comment</b>	Performance with respect to this target during the quarter was significantly better than in the preceding quarter. However the cumulative result was inevitably affected by the number of already out of time applications in the system and two long term staff absences in a small team due to illness. Proposals to address staff resourcing/capacity were agreed by July Cabinet which should help to improve the Service’s performance in the latter part of 2015/16, with additional staffing resources already employed towards the end of the quarter. A Development Management Performance Action Plan submitted to Planning Committee 18 <sup>th</sup> August sets out these proposals along with further measures to address the underperformance.					
<u>Comment from Cllr. Bert Proctor</u> I am satisfied that the throughput of applications has improved despite there being ongoing staffing resources issues. Nevertheless it is unlikely that the performance target will be achieved within this financial year. But I am confident that the improvement trend will continue and put the Council in a stronger position going into 2016/17.						

Exception Report Quarter 2, 2015 (July - September)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
3.6	Number of people accessing leisure and recreational facilities	158,971 (324,631 cumulative)	670,000	No	Rob Foster	Cllr. Rout
Comment	<p>The annual target set of 670,000 attendances was a stretched target when compared to the 2014/15 outturn of 597,805. However there has been a positive growth in attendances when compared to the same cumulative period in 2014, with an increase of 24,769 attendances. It should be noted that there was a three week closure of the swimming pools at Kidsgrove Sports Centre in July 2015, which would have an impact on attendances during the second quarter. In addition, the reduction in car parking provision at Kidsgrove Sports Centre may now be having an impact on the number of attendances at the centre and this will be monitored throughout the third quarter.</p>					
<p><u>Comment from Cllr. Amelia Rout</u>  It is very encouraging to see that there have been almost 25,000 more attendances than the same period last year and this is in spite of a lengthy period of closure of the pools at Kidsgrove sports centre. There is a range of activities taking place and in the planning to encourage further attendances over the second half of the year.</p>						
4.3	Average number of days per employee lost to sickness	4.77 days (long term 3.34 and short term 1.43 days)	3.75 days	No	Sarah Taylor	Cllr. Shenton
Comment	<p>In Qtr. 2 we have seen the number of long term sickness cases greatly reduced to 6, which was previously 23 cases in Qtr. 1. Although improvement is evident, due to the cumulative collection of the indicator and the impact of many cases in Qtr. 1 on the result, the indicator remains off target in Qtr. 2.  Both short term and long term sickness cases are continuing to be proactively managed with HR and Occupational Health support and are monitored monthly at Executive Management Team and Departmental meetings.</p>					
<p><u>Comment from Cllr. Elizabeth Shenton</u>  This was discussed at the Employee Consultative Committee (ECC) on 27<sup>th</sup> October. The Committee reaffirmed the importance of undertaking return to work interviews which will continue to be monitored by Human Resources, with the aim of completion on the first day of return to work wherever practical. The Attendance Management Policy is currently under review.</p>						

Exception Report Quarter 2, 2015 (July - September)						
Ref	Indicator	Result	Target	Status	Officer	Portfolio holder
4.4	Percentage of requests resolved at first point of contact	96%	97%		Jeanette Hilton	Cllr. Turner
<b>Comment</b>	Although there is a slight reduction this quarter, this still constitutes a high percentage of requests resolved given the number of staff corporately available to deal with service requests during the peak summer holidays.					
<u>Comment from Cllr. Terry Turner</u> The result for this quarter is marginally below target but still represents a high percentage of resolution. The service had over 29,000 face to face or telephone contacts over the quarter. The target continues to be monitored.						

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		