

BUDGET & PERFORMANCE PANEL

Corporate Performance and Financial Monitoring 2014/15 – Quarter 3

24 February 2015

Report of the Chief Officer (Governance) and Chief Officer (Resources)

PURPOSE OF REPORT			
To present the corporate performance and financial monitoring reports and other supporting statements for Quarter 3 of the 2014/15 performance monitoring cycle.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input type="checkbox"/>
		Referral	X
Date of notice of forthcoming Key Decision	N/A		
This report is public.			

OFFICER RECOMMENDATION

(1) That the Panel considers this report and appendices and makes any recommendations as appropriate.

(2) That the outcome of the Investors in People Assessment and the plans to take this forward be noted

1 Corporate Performance Monitoring

1.1 The 2014 – 2016 Corporate Plan was approved by Council on 16 July 2014. In the last few years, the corporate priorities have remained largely the same, being: *Clean, Green and Safe Places; Health and Wellbeing; Community Leadership and Sustainable Economic Growth.*

1.2 Whilst the focus of the priorities has narrowed as resources have reduced, they are now underpinned by an ethos of an *'Ensuring Council'* – a model of local government developed by the Association of Public Service Excellence (APSE) - approved by Council on 26 February 2014.

1.3 The focus of the priorities has been narrowed as resources have reduced. The priorities are reinforced by headline corporate outcomes and success measures, as well as indicators, milestones and activities at an operational level. Together with qualitative / contextual information these provide a greater understanding of factors having an impact on performance and overall delivery of the Corporate Plan.

1.4 At the end of Quarter 3 a review has been undertaken of performance and progress towards the achievement of the corporate priorities and outcomes over the term of the plan. Details of this review are set out in **Appendix A**, indicating that progress is being made with no significant areas of concern.

1.5 This progress was reflected in the conclusions of an independent Investors in People (IIP) Assessment reported in mid-September, which assessed the council against national standards in the key areas of:

- Effective performance management
- Effective leadership

- Employee engagement
 - Continuous improvement
- 1.6 The assessment determined that the council has many strengths and, in determining that the council meets the national standards in each of these areas, acknowledged the significant progress being made in meeting the '*...immense amount of change and challenge facing the council*'.
- 1.7 The development of the ethos as an ensuring council and the support and commitment of Members and Chief Officers for this was seen as a particular strength. To help make the transition to becoming an ensuring council and to address matters highlighted during the review a number of opportunities and actions were identified which will be used to inform the development of a '*continuous improvement plan*'.
- 1.8 Responsibilities and accountabilities for actions in the continuous improvement plan will be agreed and monitoring and reporting incorporated into the performance management arrangements for future consideration by senior management, Cabinet and the Budget and Performance Panel.
- 1.9 Set out at **Appendix B** is the data for complaints received in in Quarters 1, 2 and 3 in line with the council's Complaints Policy. The tables indicate the number of: **Complaints by: Service** - Table 1; **Complaints by Stage** -Table 2 and **Complaints by Type** – Table 3.
- 1.10 In summary, the total number of complaints received to the end of Quarter 3 is 107. Of these, 42 have been upheld, 37 not upheld, 12 partially upheld and 16 still awaiting an outcome. Of particular note is the positive and significant reduction in the number of complaints received across all Services in Quarter 3 being 20, compared to Quarter 1 where 43 complaints were made and Quarter 2 with 44 complaints were received.

2 Corporate Financial Monitoring

- 2.1 The Quarter 3 financial monitoring report attached at **Appendix C** sets out the latest position when compared to the revised estimate. The key points to note are:
- General Fund revenue budget underspend of £82K, projected to become £79K by the year end.
 - Housing Revenue Account underspend of £13K, projected to remain the same.
 - Council Tax surplus of £1M.
 - Sundry Debt level at £3M of which £1.7M relates to Housing Benefit Overpayment recoveries. Overall a 7% reduction on the previous quarter.
 - Council Housing Rent arrears circa £260K, a 9% reduction on the previous quarter.
- 2.2 Also attached at **Appendix D** is the latest Treasury Management report for Quarter 3, and at **Appendix E** the Property Group report.

3 Conclusions

- 3.1 This report and the **Corporate Plan 2014 – 2016 Quarter 3 Performance Summary Update** sets out the progress being made towards the delivery of the Corporate Plan 2014 – 16 as at 31 December 2014 and provides an overview of the outcome of an Investors in People assessment. Together these show that the council is making good progress in delivering longer term corporate plan priorities in a constantly changing and difficult environment, whilst trying to minimise the impact on local communities.

- 3.2 An analysis of corporate complaints shows a marked reduction in the number received between Quarters 3 and that in both Quarters 1 and 2. This improvement can be partly attributable to a better understanding of complaint trends and types and continuous improvement enabling lessons to be learned from reasons why complaints arise and action being taken to address their root cause.
- 3.3 It is right to recognise the efforts and achievements of all those involved in taking the council forward, but it is also right to test the approach and robustness of performance management and leadership. The IIP review indicates that the council has many strengths that, together with a continuous improvement plan, will help the council face ongoing, medium and longer term challenges.
- 3.4 Essential factors in sustaining this position will be good employee engagement, organisational development / change management and continuous improvement. Another important element will be effective management of the expectations of customers and communities, which will gain momentum as medium to longer term Government austerity measures become clearer and budget restrictions have an impact on the council's ability to deliver activities and services.
- 3.5 Proposals for the future development of the Corporate Plan(s) will be with a view to supporting the council as it evolves into an ensuring council, taking into account the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces. Members will be asked to consider these proposals and revised Corporate Plan (s) in due course as part of the strategic planning arrangements.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None arising from this report

LEGAL IMPLICATIONS

None directly arising from this report

FINANCIAL IMPLICATIONS

None directly arising from this report

OTHER RESOURCE IMPLICATIONS: Human Resources / Information Services / Property / Open Spaces: None directly arising from this report (other than as set out).

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no further comments.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

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