

CABINET

Corporate Performance and Financial Monitoring 2015/16 – Quarter 1

01 September 2015

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

PURPOSE OF REPORT

To present the corporate financial monitoring report for Quarter 1 of the 2015/16 monitoring cycle and provide an update on improvements being made in corporate performance management, monitoring and reporting and the effective use of business intelligence to inform decision-making.

Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/>	Referral from Cabinet Member	<input type="checkbox"/>
Date of notice of forthcoming key decision	N/A				
This report is public					

OFFICER RECOMMENDATIONS

- (1) That Cabinet considers the corporate financial monitoring report and appendices and makes any recommendations as appropriate.
- (2) That Cabinet notes the adopted Performance Management Framework and developing performance management arrangements and work being undertaken to support operational and strategic decision-making through an improved use of business intelligence and insights.

1. Corporate Financial Monitoring

1.1. The corporate financial monitoring report for Quarter 1 is attached at **Appendix A**, and the headline variances and projections are as following:

- Current General Fund underspend of £201K, projected to increase to £553K by the end of the year.
- Housing Revenue Account underspend of £13K, project to become a deficit of £39K by the end of the year.
- Council Tax surplus of £314K, of which the Council's share would be £41K.

1.2. In support, the latest update on Property matters is included at **Appendix B**, and the position with regards to treasury management activities is included at **Appendix C**.

2. Corporate Performance Management

2.1. The 2015 – 2018 Corporate Plan was approved by Council on 04 March 2015. The Corporate Plan sets the direction for the delivery of council services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's

Policy Framework. It also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces.

- 2.2. The approved corporate priorities: *Clean, Green and Safe Places; Health and Wellbeing; Community Leadership* and *Sustainable Economic Growth* are underpinned by an ethos of an '*Ensuring Council*' – a model of local government developed by the Association of Public Service Excellence (APSE) and approved by Council on 26 February 2014. The focus of the corporate plan priorities has been narrowed as resources have reduced.
- 2.3. In early August, Management Team endorsed the revised **Performance Management Framework** (see **Appendix D**) which sets out the requirements for effective performance management that results in action being taken in response to actual performance to make outcomes for the council and the public better than they would otherwise be. Essentially this requires:
 - systematically deciding and communicating what needs to be done (*aims; objectives and priorities*);
 - a plan for ensuring that it happens (*improvement, action and service plans*);
 - some means of assessing if it has been achieved (*performance/success measures*);
 - information reaching the right people at the right time (*performance reporting*) so decisions are made and actions taken.
- 2.4. The related plans and actions fit within a **plan-do-review-revise** framework helps to integrate planning, review, financial management and improvement that informs policy and management decisions and improves services. In this way, performance management can be used by management to ensure that services are improving and are more efficient and Members to ensure that policy decisions are being carried out and local residents are being well served.
- 2.5. The four priorities are reinforced within the Corporate Plan by headline corporate outcomes and success measures. Delivering better outcomes is a complicated business and can be difficult to measure. Work is, however, underway to determine a range of performance information and data, both qualitative and quantitative, that provide not only a greater understanding of what is actually going on but also provides the basis for decision-making, identifying areas for (continuous) improvement and shared learning.
- 2.6. With the right information and quality data in place the council's performance management information system, CorVu, will assist effective performance by reducing (or eliminating) multiple entry of the same data, reduce error, enhance ownership of indicators and actions and facilitating faster and tailored reporting.
- 2.7. Through performance dashboards, CorVu will enable different information to be available at different levels of the Council, providing a strategic overview of performance for Cabinet Members and senior management and more detailed operational information at a Service, team and individual level. The hierarchy of measures within the system will be individually owned by a named person who will be accountable for the collection of the data/information and the performance itself.
- 2.8. To further support effective business decisions, work is also underway to provide easy access to a wide range of meaningful and useful data and information in an understandable and structured format. It is intended that insights at a local, regional and national level can be used to help identify, analyse and develop strategic and operational business opportunities.

2.9. The document *Getting to Know Our Lancaster District Communities* attached as **Appendix E** provides key up-to-date information about the Lancaster district and the various communities within it. Originally developed to help the Council and its partners when carrying out equality analysis, the information has the potential for many other potential uses that will help officers and Members to:

- plan future activity based on evidential and special information
- focus resources on important issues affecting the district
- highlight a wide range of data that impacts on, and is impacted by the work of the council and its partners

2.10. The document provides a summary of, and links to, the detailed data, information and analysis across a range of themes relevant to the Lancaster district, together with county or national statistics where local information is not currently available. This document has been replicated in an easy to use format on the Council's intranet but is not, as yet, widely used.

3. Conclusions

3.1. The adopted Performance Management Framework and developing performance management and business intelligence arrangements are the first step in enhancing the current strengths in business planning and performance recognised in 2014 through the Investors in People (IIP) Assessment and more recently the Peer Review led by the Local Government Association.

3.2. The improvements being made in corporate performance management, monitoring and reporting and the more effective use of business intelligence will help Members and management to better understand Service and corporate performance and to make informed decisions based on actual performance and improved customer insights.

RELATIONSHIP TO POLICY FRAMEWORK

This report is a requirement of the council's Performance Management Framework in support of the delivery of key priorities and outcomes as set out in the overall policy framework and specifically in the Corporate Plan 2015-18

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)

None directly 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:

References and any related implications contained within the report and related appendices.

SECTION 151 OFFICER'S COMMENTS

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

Corporate Plan 2015 – 18

Performance Management Framework

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