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| REPORT TO: | Finance & Management Committee | AGENDA ITEM:7 |
| DATE OF MEETING: | 19 th June 2014 | CATEGORY: DELEGATED |
| REPORT FROM: | Director of Finance & Corporate Services | OPEN |
| MEMBERS' CONTACT POINT: | Kevin Stackhouse (01283 595811) Kevin.stackhouse@south-derbys.gov.uk | DOC: |
| SUBJECT: | Corporate Plan 2009 to 2014: Performance Management Report – January to March 2014 and Final Overall Performance 2013/14 | |
| WARD (S) AFFECTED: | All | TERMS OF REFERENCE: FM 08 |

1.0 Recommendations

- 1.1 That progress against targets and projects for the period 1st January to 31st March 2014 is approved.
- 1.2 That performance for the year 2013/14 is approved.

2.0 Purpose of Report

- 2.1 To report progress during the final quarter of 2013/14 and to confirm the overall performance against the Committees targets and projects for 2013/14.
- 2.2 Details are provided in the respective appendices outlined below, which are attached to the report.
 - ☒ Progress against Corporate Plan 'Key Projects' as attached at Appendix A; and,
 - ☒ Progress against Corporate Plan 'Performance Measures' as attached at Appendix B.
- 2.3 Details are also provided of the level of absence across the Council due to sickness and ill health.

3.0 Detail

Corporate Plan 2009/14

- 3.1 To provide context the Council's Corporate Plan 2009-14 Action Plan consists of four main 'themes' or 'priorities' (*Sustainable Growth & Opportunity: Safe & Secure: Lifestyle Choices: and Value For Money*)
- 3.2 In March 2013, the Corporate Plan was refreshed along the current themes, with an emphasis being placed on 'how our actions' will make a difference to our residents and stakeholders. In order to focus our actions, performance is measured against a reduced number of actions or 'key projects' and performance measures

- 3.3 Each 'theme' contains a number of 'Outcomes' that help explain what the 'theme' is about. In order that the Council and its stakeholders are able to tell whether the 'outcomes' are being delivered, a number of 'Key Projects' (with a series of 'tasks/ milestones') and performance measures have been allocated to each 'Outcome' that are monitored either on a quarterly or annual basis.
- 3.4 This Committee is responsible for the delivery of four 'outcomes' [*Financial resilience- a sustainable financial base maintained; 'Cutting costs' not services; Strong leadership and robust governance; and An improved customer experience*] within the '**Value for Money**' theme.

Progress to 31st March 2014

Key Projects

- 3.5 Table 1 below summarises the progress made against 'key projects.' It shows that 6 (100%) tasks for the quarter have been completed.

Table 1: Progress against Corporate Plan Projects (as at 31st March 2014)

| Theme | 'Completed' Tasks | 'Failed' Tasks | 'Not Applicable' | Total |
|-----------------|-------------------|----------------|------------------|---------------|
| Value For Money | 6 (100.0%) | - | - | 6 (100.0%) |

Performance Measures

- 3.6 Table 2 below, provides a summary of performance against targets for both the current quarter and actual out turn for the year. It shows that 5 (100%) quarterly targets have been achieved. It is also forecast that all 6 (100%) of the targets will be met by the year end.

Table 2: Performance Measures – performance against targets (as at 31st March 2014)

| Theme | Quarter Target 'Achieved' | Quarter Target 'Failed' | Quarter Target 'N/a' | Total | Annual Target 'On Track' | Annual Target 'At Risk' |
|-----------------|---------------------------|-------------------------|----------------------|---------------|--------------------------|-------------------------|
| Value For Money | 5 (100%) | - | 1 | 6 (100.0%) | 6 (100.0%) | 0 |

Managing Risks

- 3.7 The Council has a comprehensive risk register, which details all known service risks, control mechanisms and review dates. Table 3 below outlines the main risks across the Value for Money theme of the Corporate Plan.

Table 3: Managing Risks

| Risk Reference | Risk Description | Risk Action | Risk Rating Likelihood/Impact | Mitigating Action |
|----------------|---|----------------|-------------------------------|---|
| FCS 1 | The Department consists of small, discrete and specialist teams where detailed knowledge and experience rests with individuals. Consequently, resilience is a risk. | Treat the Risk | Continues Low | Transfer and disseminate information across Services. Cover between units established. Accountancy staff undertaking professional training. Keep under review arrangements through the Corporate and Audit Partnerships who may be able to provide cover and provide temporary resources where necessary. |
| FCS 2 | Reliance on Partnerships to deliver services. Includes partners ceasing to exist or going out of business. | Treat the Risk | Continues Low | Continue to monitor closely the performance frameworks which include early warning signs of deteriorating service delivery. Support Northgate and the Central Midlands Audit Partnership to increase number of clients and protect their service base. |

Corporate Risks

- 3.8 In addition to risks that may impact upon the individual Themes and Priorities in the Corporate Plan, the Council maintains a Corporate Risk Register. This analyses the strategic issues and external factors that potentially impact across all council services. The associated risks are identified as part of the corporate planning process. An update is provided in **Appendix C**.

Absence Management

- 3.9 The Council measures the rate of absence through sickness and ill health as the average days lost per employee.
- 3.10 During 2013/14, the Council's absent rate was 12.3 days lost per employee. This was an increase from 10.2 in 2012/13. These rates, together with rates showing the trend in previous years, are shown in the following table.

| Year | Average Days Lost |
|------|-------------------|
|------|-------------------|

| | per Employee |
|---------|---------------------|
| 2013/14 | 12.3 |
| 2012/13 | 10.2 |
| 2011/12 | 9.9 |
| 2010/11 | 9.2 |
| 2009/10 | 8.8 |

- 3.11 The total amount of days lost in 2013/14 due to absences was 3,075. The average number of people absent per month over the year was 33.
- 3.12 This includes an average of 5 cases of long term absence during the year, which accounts for nearly 60% of the overall total of days lost.

Comparative Figures

- 3.13 The latest official figures published for the Public Sector, show an average rate of 8.7 days lost for 2012/13. This had reduced from 9.3 in 2011/12. Some provisional figures for 2013/14 indicate that the rate may have increased in the Public Sector generally from 8.7 in 2012/13, to over 9 days in 2013/14.
- 3.14 The absence rate for staff employed by Northgate was 4.4 days lost in 2013/14 (3.4 in 2012/13).

Absent Types

- 3.15 45% of absences were related to stress/anxiety/depression, with 30% due to muscular/skeletal/accident related injuries. These were not all work related.

Action Taken During the Year

- 3.16 Due to the increase in the absent rate, a review of the absence procedure was undertaken in the year in consultation with the Trade Unions. Consequently, trigger points were changed in order to formally (or procedurally) deal with absences earlier.
- 3.17 In addition, further training was undertaken for managers including the use of referrals to the Council's Occupational Health Provider. A new procedure for dealing with long term absences was also introduced.
- 3.18 The outcome of these changes continues to be monitored and a review will be undertaken following the publication of the absent rate figure for the first quarter of 2014/15.
- 3.19 In addition, the Council ran a stress awareness week in early 2014 for employees, with a range of support and advice provided by the Health and Leisure teams. This included raising awareness of symptoms and to highlight potential ways to deal with stress.

4.0 Financial Implications

- 4.1 There are no specific financial implications relating to this report. The need to continually improve whilst delivering the ambitions of the *Corporate Plan* will require a sustained efficiency programme, including the shifting of resources to the priority areas.

5.0 Corporate Implications

- 5.1 No other specific legal, HR or other resource implications are contained in this report.

6.0 Community Implications

- 6.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations of our communities. This performance report evidences an improvement in how we are meeting those demands and expectations.