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<b>REPORT TO:</b>	<b>Finance &amp; Management Committee</b>	<b>AGENDA ITEM:7</b>
<b>DATE OF MEETING:</b>	<b>20 March 2014</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>Director of Finance &amp; Corporate Services</b>	<b>OPEN</b>
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<b>SUBJECT:</b>	<b>Corporate Plan 2009 to 2014: Performance Management Report (1 October 2013 – 31 December 2013)</b>	
<b>WARD (S) AFFECTED:</b>	<b>All</b>	<b>TERMS OF REFERENCE: FM 08</b>

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## **11.0 Recommendations**

### **1.1 That Members:**

- (a) Note the progress and achievements during the period 1 October – 31 December 2013, in relation to the Council's Corporate Plan 2009/14.
- (b) Review where progress has failed to achieve the specified target and consider the adequacy of the remedial action taken.
- (c) Receive a quarterly overview of the number of accidents as part of the Council's Health & Safety performance management framework.

## **2.0 Purpose of Report**

- 2.1 To report details of progress and achievements during the period 1 October – 31 December 2013, in relation to the Council's Corporate Plan 2009 –2014.
- 2.2 Details are provided in the respective appendices outlined below, which are attached to this report.
  - Progress against Corporate Plan 'Key Projects' as attached at Appendix A; and,
  - Progress against Corporate Plan 'Performance Measures' as attached at Appendix B.
  - Overview of the number of accidents which have occurred within the Council during the current quarter compared with the previous year as attached at Appendix C.

## **3.0 Detail**

### **Executive Summary**

It is important that Members scrutinise the performance of the Council as part of the democratic process. This report reflects the third quarter's performance on the key targets the Council has set and approved.

## 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 will be 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 will be 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 31 December 2013**

#### **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 31 December 2013)**

<b>Theme</b>	<b>'Completed' Tasks</b>	<b>'Failed' Tasks</b>	<b>'Not Applicable'</b>	<b>Total</b>
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 projected 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 3: Performance Measures – performance against targets (as at 31 December 2013)**

Theme	Quarter Target 'Achieved'	Quarter Target 'Failed'	Quarter Target 'N/a'	Total	Projected Annual Target 'On Track'	Projected 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 4 below outlines the main risks across the Value for Money theme of the Corporate Plan.

**Table 4: Managing Risks**

Risk Description	Approach	Impact	Mitigating Action
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.
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

- 3.9 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 Table 5 overleaf.

**Table 5: Managing Corporate Risks**

Risk Description	Approach	Impact	Mitigating Action
<p><b>Further reductions in Government Grant</b></p> <ul style="list-style-type: none"> <li>The Council is aware of possible reductions beyond 2015/16 to 2018/19, following the Financial Settlement 2013 and based on OBR analysis.</li> </ul> <p><i>(Main Chief Officer Responsible – Director of Finance and Corporate Services)</i></p>	Treat the Risk	Remains High	<ul style="list-style-type: none"> <li>Updated Medium-term Financial Plan in place covering 5-years. This allows for a reduction in overall resources.</li> <li>Budgets considered prudent with provisions for inflation and growth.</li> <li>Current reserves are healthy and will help to sustain further reductions in the short-term allowing time for more sustainable action.</li> <li>On-going programme in place to generate efficiencies and budget savings. £430k achieved in 2013/14.</li> <li>As a growth area, overall reduction in core funding could be mitigated through the New Homes Bonus and Retained Business Rates.</li> <li><b>However, the risk remains high until the approved budget savings of £175k identified ahead of 2015/16 have been made.</b></li> </ul>
<p><b>Continuing effects of the Economic Situation</b></p> <ul style="list-style-type: none"> <li>Income from planning and grants, etc. remains low whilst pressure remains on associated expenditure.</li> <li>In addition, a potential increase in the number of people claiming benefits and finding difficulty in paying Council Tax and housing rent.</li> <li>Development and regeneration projects such as the Depot relocation are delayed which hinders service provision and limits the ability to meet identified needs such as affordable housing.</li> </ul> <p><i>(Main Chief Officers Responsible – Director of Finance and Corporate Services and Director of Community and Planning Services)</i></p>	Tolerate the Risk	Remains Medium	<ul style="list-style-type: none"> <li>Budgets for income streams and specific grant allocations are assumed at current minimum levels; service provision is based on this. Contingent sum set-aside for growth.</li> <li>Supporting voluntary and community groups to help people in need, including through the Derbyshire Financial Inclusion Partnership.</li> <li>Measures in place to maximise benefit subsidy and fraud is proactively being pursued with successful prosecutions.</li> <li>The Asset Management Plan has been refocused to ensure our assets are being positioned to react to an economic upturn.</li> <li>On-going dialogue with developers and housing providers to look at alternative options for regeneration.</li> <li><b>The risk remains Medium, but it is considered that the Council is undertaking as much action as reasonably possible to mitigate influencing factors.</b></li> </ul>
<p><b>Keeping pace with Technology</b></p> <ul style="list-style-type: none"> <li>The Council's IT infrastructure has become out-dated and capacity to store and handle data efficiently is becoming limited compared to more modern day solutions.</li> </ul>	Treat the Risk	Remains Medium	<ul style="list-style-type: none"> <li>The IT strategy has identified some key projects that are currently being actioned, with the server infrastructure now upgraded; these projects are generally complete.</li> <li>E-mail archiving/storage system, desktop virtualisation and Microsoft upgrade now nearing finalisation.</li> </ul>

Risk Description	Approach	Impact	Mitigating Action
<ul style="list-style-type: none"> <li>Greater use of technology and managing data in electronic form, brings responsibilities to ensure information is stored properly and securely</li> </ul> <p><b>(Main Chief Officer Responsible – Director of Finance and Corporate Services)</b></p>			<ul style="list-style-type: none"> <li>The Council undertakes an annual independent health check to ensure that the Council is compliant with the Government’s Security Standard (Public Services Network – PSN).</li> <li>Annual internal audit review tests robustness of systems and infrastructure – any actions monitored by the Audit Sub-Committee.</li> <li><b>Although the risk remains Medium, current investment and positive actions over the coming year should lower this risk in the longer-term term.</b></li> </ul>
<p><b>Business Continuity and in particular the loss of the main Civic Offices.</b></p> <ul style="list-style-type: none"> <li>Council services are predominantly managed from one Administrative Building. There is no alternative building to accommodate an IT facility which is crucial to enable many services to operate.</li> </ul> <p><b>(Main Chief Officer Responsible – Director of Finance and Corporate Services)</b></p>	Treat the Risk	Remains High	<ul style="list-style-type: none"> <li>Disaster Recovery solution now being implemented off-site.</li> <li>Maintain relationships with other agencies and partners to secure alternative accommodation on a reciprocal basis if required.</li> <li>Could take advantage of spare capacity in private sector market although this would depend on timing.</li> <li><b>Although the likelihood of occurrence is low, the potential impact of this risk is high. However, current investment into the off- site facility to provide a disaster recovery solution should lower this risk in the longer-term.</b></li> </ul>
<p><b>Capacity and Resilience in Service Provision</b></p> <ul style="list-style-type: none"> <li>Reducing staff and budget resources could create capacity and resilience within council services.</li> </ul> <p><b>(Main Chief Officer Responsible – Chief Executive Officer)</b></p>	Treat the Risk	Remains Medium	<ul style="list-style-type: none"> <li>Training and development programme being reviewed to include change management and “doing more with less.” External service provider has been procured.</li> <li>Recent restructures becoming mature and bedding in.</li> </ul>
<p><b>Partners and Voluntary Sector</b></p> <ul style="list-style-type: none"> <li>Financial pressures on partners who deliver services with or on behalf of the Council, including voluntary organisations.</li> </ul> <p><b>(Main Chief Officer Responsible – Director of Community and Planning Services)</b></p>	Tolerate the Risk	Remains Medium	<ul style="list-style-type: none"> <li>Current grant funding is being maintained for all supported organisations.</li> <li>Spending can be refocused to meet external funding requirements and is project based rather than on-going.</li> <li>Dedicated officer time to support the voluntary sector and local organisations.</li> <li><b>The risk remains Medium, but it is considered that the Council is undertaking as much action as reasonably possible to mitigate risk</b></li> </ul>

#### **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