Appendix Two: Corporate Plan 2019/2020: Performance Report
Year-end (1 October 2019 to 31 March 2020) Exception Reports

Priority:
P3 – Reducing health inequalities and improving health outcomes
- KPI No. 20 Increased number of residents referred and discussed at the integrated neighbourhood team (INTs) weekly meeting

P8 – Transparent and effective organisation
- KPI No. 60. Undisputed and valid supplier invoices paid within 30 days
- KPI No. 65. Achieve a breakeven or underspend against overall portfolio and corporate budget
- KPI No. 68 Reduction in employee absence through sickness

<table>
<tr><td colspan="3">Priority: P3 – Reducing health inequalities and improving health outcomes</td></tr>
<tr><td colspan="2">Performance Measure: No. 20 Increased number of residents referred and discussed at the integrated neighbourhood team (INTs) weekly meeting</td><td>Good performance is: Higher</td></tr>
<tr><td colspan="2">Target: Greater than 5% - 194 per quarter</td><td>Baseline: 740 (2018/19)</td></tr>
<tr><td>Quarterly performance</td><td>Half year performance and RAG rating
339

(AMBER)</td><td>Year-end performance and RAG rating
657 as at 29th Feb 2020.

(RED)</td></tr>
<tr><td colspan="3">What is the reason for the performance? In Quarter 3 (1st July – 30th September) 188 referrals have been made to the INTs, an increase in 8 compared to the previous quarter. In Quarter 4 from 1st January to the 29th February 2020, 130 referrals have been made. The Quarter 4 figure does not include March as the figures are not yet available. The full year effect will be reported as soon as possible.

Mosaic intelligence continues to identify the number of individuals within the INT process who are known to Adult Social Care and discussed during meetings. Throughout the Covid-19 period, the weekly INT meetings have continued and taken place virtually. Attendance from key INT partners has been good overall.
Quarter 4 shows a reduction in referrals into all four INTs compared to the previous quarters however the total number of INT referrals in Quarter 4 compared to the figure in 2019 is similar, 141. It is felt that the reason for the reduction in referrals in quarter 4 is due to the impact of Covid-19 and individual INT members acting on individual cases in a pro-active way without making a full referral into the INT. There has also been a reduction in face to face visits during the Covid 19 period. The Integration Leads will to explore this further over the next 4-8 weeks.</td></tr>
<tr><td colspan="3">What is the likely impact of continued performance? There is a risk that some individuals will not be referred into the INT integrated care meeting who would benefit from a multi-disciplinary approach to assessment and care planning. This may lead to duplicated assessments and a less streamlined process.</td></tr>
<tr><td colspan="3">What activities have been or are being put in place to address these issues? The Integration Leads will scrutinise the data once the full Q4 figure is known, more fully understand the reason for reduction in referrals and identify opportunities to increase referrals. The impact of Covid 19 on ordinary activity needs to be understood more fully.</td></tr>
</table>

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No.

Priority: P8 – Transparent and effective organisation		
Performance Measure: No. 60 Undisputed and valid supplier invoices paid within 30 days		**Good performance is: Higher**
Target: 100%		**Baseline: 85% (2018/19)**
Quarterly performance	**Half year performance and RAG rating** **64%** **(RED)**	**Year-end performance and RAG rating** **74% Year End** **Since 13th March invoices have been processed daily, previously this was twice a week. In addition, going forward we can track when an invoice was received by the Council, when Accounts Payable received the invoice and when the payment was made which will enable us to identify where and why delays in the process are occurring.** **(RED)**
What is the reason for the performance? Work is underway to identify those budget areas who only raise orders on receipt of invoices and/or, who hold invoices within their department, which therefore impacts on the Finance Team's ability to pay the invoices within 30 days from the date of the invoice. As Civica automatically matches invoices to orders to facilitate smooth and quick payment, the vast majority of the delays relate to the aforementioned issues.		
What is the likely impact of continued performance? Section 113 of the UK Statutory Instrument - The Public Contracts Regulation 2015 - stipulates that payment must be made by the contracting authority to the contractor for goods and services received, no later than 'the end of a period of 30 days from the date on which the relevant invoice is regarded as valid and undisputed'. The authority must also report on the internet, and include in their statutory accounts/annual report, the proportion of invoices that were paid in accordance with those obligations, expressed as a percentage of the total number of invoices that were, or should have been, paid in accordance with those obligations. Failure to pay within these terms could have detrimental impact on suppliers, as this impairs cashflow, and could impact on the authority if interest is charged for late payment outside of these terms.		
What activities have been or are being put in place to address these issues? Work is underway to identify those budget areas (portfolios, departments, cost centres and budget holders) who only raise orders on receipt of invoices and/or, who hold invoices within their department, which therefore impacts on the Finance Team's ability to pay the invoices within 30 days from the date of the invoice.		

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No.

Priority: P8 – Transparent and effective organisation		
Performance Measure: No. 65 Achieve a breakeven or underspend against overall portfolio and corporate budgets		**Good performance is: Higher**
Target: Breakeven or underspend		**Baseline: Breakeven**
Quarterly performance	**Half year performance and RAG rating** **Forecast outturn, based on information as at 30th September 2019, is an overspend of £2.750 million across the portfolio budgets.** **(RED)**	**Year-end performance and RAG rating** **Final outturn (excluding the Schools and Education portfolio which is funded through specific schools reserves) is an overspend of £2.283m across the portfolio budgets.** **The major contributing factor to the overspend is the ongoing service and demand led pressures within Children's Services** **(RED)**
What is the reason for the performance? The forecast outturn at 30th September 2019, was for an overspend across the portfolio budgets of £2.750 million, reflecting a £3.0 million overspend on Children's Services due to increasing demand pressures and complexity of need, offset by a forecast underspend of £250k in respect of budget savings within the Digital and Business Change portfolio. Based on the draft outturn position for 2019/20, the actual outturn is slightly better than forecast with an overspend of £2.283 million, of which £3.665 million relates to the overspend on Children's Services, as referred to above, offset by total underspend of £1.382 million across all the other portfolio budgets.		
What is the likely impact of continued performance? Any overspend will need to be funded from reserves. Reserves have been diminishing and current reserve levels are very low in comparison to other unitary authorities and to other authorities across the country of a similar size and complexity. Once reserves are fully utilised, in the absence of further funding, the council will not be able to operate.		
What activities have been or are being put in place to address these issues? The Executive Members and their Directors continue to develop and implement the council's savings programmes to close the budget gap and to contain the overspend. Demand management strategies have also been reviewed and developed further in Children's Services to try and curtail the upward trajectory of spend.		

The use of reserves to balance the budget each year, i.e. to offset overspends due to unfunded cost pressures and slippage in delivery of the savings programme, is closely monitored. It is understood across the Council that reserve levels are extremely low, and every effort must be made to contain spending within agreed budgets. A conscious effort is made to increase reserves wherever possible e.g. through one-off receipts such as the gain made on refinancing the PFI scheme.
Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? Finance Council approves the budget for each financial year and the budget position for the Council is reported to Executive Board each quarter. The level of reserves are presented to the Executive Board each quarter for consideration and approval as part of the Corporate Revenue Monitoring report and the movement in each of the reserves (both General and Earmarked) is detailed to explain both the utilisation of each reserve and any items that have increased reserve levels.

Priority: P8 – Transparent and effective organisation		
Performance Measure: No. 68 Reduction in employee absence through sickness		**Good performance is: Lower**
Target: 8 days per annum		**Baseline: 8.81 days per annum (2018/19)**
Quarterly performance	**Half year performance and RAG rating** **Q1 = 1.56** **Q2 = 2.16** **(AMBER)**	**Year-end performance and RAG rating** **Q3 = 2.39** **Q4 = 2.55 (2.40 excluding COVID-19)** **2019/20 = 9 days (8.81 days ex COVID-19)** **(RED)**
What is the reason for the performance? Sickness absence improvement is a long-standing target for the council and work continues under the monitoring of the policy and corporate resources overview and scrutiny committee. Directors and Heads of Service have contributed significantly to improve performance over recent years. What is not understood nationally and reflected here locally as yet is the likely `Covid-19` impact on the weeks at the latter of quarter 3 and throughout quarter 4 of undiagnosed as` Covid-19` related absences. These may only be recorded as cold/flu symptoms.		
What is the likely impact of continued performance? The council's performance is key to our reputation in the community as a leader in employment and delivery of excellent services. Failure to continue to improve attendance at work therefore would damage the council's reputation.		
What activities have been or are being put in place to address these issues? A continuous programme of improvement has been progressed as reported through to the Corporate Policy Overview and Scrutiny Committee. This is continuing to improve performance towards the target of 8 days.		
Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No		