Appendix Three: Corporate Plan 2019/2020: Performance Report
Half-year (April – September 2019) Exception Reports

Priority:
P1 – Supporting young people and raising aspirations
P2 – Safeguarding and supporting the most vulnerable people
P3 – Reducing health inequalities and improving health outcomes
- 18. Delayed Transfers of Care (DToC)

P4 – Connected communities
P5 – Safe and clean environment
P6 – Strong, growing economy to enable social mobility
P7 – Supporting our town centres and businesses
P8 – Transparent and effective organisation
- 60. Undisputed and valid supplier invoices paid within 30 days
- 63. Current ratio of total useable reserves (excluding Public Health and schools) to net revenue expenditure
- 64. Percentage change in reserves over the past 3 years
- 65. Achieve a breakeven or underspend against overall portfolio and corporate budget

<table>
<tr><td colspan="3">Priority: P3 – Reducing health inequalities and improving health outcomes</td></tr>
<tr><td colspan="2">Performance Measure: 18. Delayed Transfers of Care (DToC)</td><td>Good performance is: Lower</td></tr>
<tr><td colspan="2">Target: Mandated Target 2.6 per 100k population</td><td>Baseline: N/A</td></tr>
<tr><td>Quarterly performance</td><td>Half-year performance and RAG rating
3.04 per 100k population
(RED)</td><td>Year-end performance and RAG rating</td></tr>
<tr><td colspan="3">What is the reason for the performance? A figure of 2.6 is a stretch target mandated by NHS England. The Local Authority and CCG have made representation for this to be changed as it is unachievable, however this has been declined. Therefore, the stretch target remains during 2019-20.

The DToC measure remains subject to unanticipated fluctuations however system partners continue to work jointly to mitigate against this.

A performance dashboard has been developed which shows both system wide and LA DToC performance. All reported delays are scrutinised by a System Lead and Service Lead to ensure accurate reporting. DToC performance is measured nationally by NHS England and the Better Care performance framework. We are mindful that nationally NHS England have mandated CQC to carry out inspections where there is perceived underperformance.</td></tr>
<tr><td colspan="3">What is the likely impact of continued performance? All system partners are committed to ensuring that residents do not stay in hospital longer than is required and that their discharge is safe, with all necessary follow up support and services in place. Delayed Transfers of Care are monitored on a daily basis with a multi-</td></tr>
</table>

disciplinary approach to ensuring that residents are discharged from hospital in a timely manner via the pathway most appropriate to their needs.
What activities have been or are being put in place to address these issues? • The Integrated Discharge Service meets on a daily basis to help ensure timely discharge planning. • A Trusted Assessment process is well established as a means to ensure timely discharge across reablement and residential rehabilitation pathways. • Weekly sitrep (situation report) and MADE (multi agency discharge escalation) meetings interrogate patient lists to ensure timely discharge planning. • The Home First Team is well established and able to support the timely discharge of residents with more complex needs. • The Discharge to Assess pathway helps support residents to transfer out of an acute hospital setting into an alternative bed based provision for further assessment. • A twice weekly exec teleconference is in situ with all partner agencies to help ensure effective flow through the hospital and into community services.
Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? None currently

Priority: P8 – Transparent and effective organisation		
Performance Measure: 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**
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 will have detrimental impact on suppliers, as this impairs their cashflow position, 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.

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<tr><td colspan="3">Priority: P8 – Transparent and effective organisation</td></tr>
<tr><td colspan="2">Performance Measure: 63. Current ratio of total useable reserves (excluding Public Health and schools) to net revenue expenditure</td><td>Good performance is: Higher</td></tr>
<tr><td colspan="2">Target: Average level reported by all UA (Average level across all unitary authorities in 2017/18 = 38.48%)</td><td>Baseline: 24.03% (2017/18)</td></tr>
<tr><td>Quarterly performance</td><td>Half year performance and RAG rating
17.65%
(2018/19 data published August 2019)
(Average level across all unitary authorities in 2018/19 is 41.37%)

(RED)</td><td>Year-end performance and RAG rating</td></tr>
<tr><td colspan="3">What is the reason for the performance? Based on a peer group of all local authorities with a Net Revenue Expenditure of between £105mill and £145mill, BwD has the second lowest level of useable reserves in comparison to its Net Revenue Expenditure amongst this benchmark group (where useable reserves are defined as total reserves excluding schools reserves, dedicated schools grant reserves and public health reserves).

Undertaking the same comparison for all the 56 unitary authorities, BwD has the 5th lowest level of useable reserves.</td></tr>
<tr><td colspan="3">What is the likely impact of continued performance? The council has a legal obligation to deliver a balanced budget; as such, to address any in year overspend, reserves may be used to deliver this.

As the level of reserves diminishes, the ability of the council to deliver a balanced budget in these difficult financial times is undoubtedly becoming more difficult.

At present, although a solution of last resort, the use of reserves assists in managing the risk of overspend however, reserves are a finite resource and this strategy cannot be relied upon in the medium to longer term given the level of reserves available.</td></tr>
<tr><td colspan="3">What activities have been or are being put in place to address these issues? 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.</td></tr>
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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: 64. Percentage change in reserves over the past 3 years		**Good performance is: : Higher**
Target: Average level reported by all UA *(Average in 2017/18 = increase of 3.94%)*		**Baseline: 26.54% *i.e. reduction in 2017/18***
Quarterly performance	**Half year performance and RAG rating** **21.17%** **i.e. reduction in 2018/19** **(2018/19 data published August 2019)** ***(Average across all unitary authorities in 2018/19 = increase of 9.26%)*** **(RED)**	**Year-end performance and RAG rating**
What is the reason for the performance? The position reflects the continued use of reserves to address budgetary pressures, specifically in adult social care and In children's services over the last 3 years. BwD has had the 10^{th} highest reduction in reserves over the last 3 years out of all the 56 unitary authorities.		
What is the likely impact of continued performance? The council has a legal obligation to deliver a balanced budget; as such, to address any in year overspend, reserves may be used to deliver this. As the level of reserves diminishes, the ability of the council to deliver a balanced budget in these difficult financial times is undoubtedly becoming more difficult. At present, although a solution of last resort, the use of reserves assists in managing the risk of overspend however, reserves are a finite resource and this strategy cannot be relied upon in the medium to longer term given the level of reserves available.		

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<tr><td colspan="2">Performance Measure: 65. Achieve a breakeven or underspend against overall portfolio and corporate budgets</td><td>Good performance is: Higher</td></tr>
<tr><td colspan="2">Target: Breakeven or underspend</td><td>Baseline: Breakeven</td></tr>
<tr><td>Quarterly performance</td><td>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)</td><td>Year-end performance and RAG rating</td></tr>
<tr><td colspan="3">What is the reason for the performance? The forecast outturn, based on information as at 30th September 2019, is for an overspend across the portfolio budgets of £2.750 million, £3.0 million of which relates to Children's Services due to increasing demand pressures and complexity of need.</td></tr>
<tr><td colspan="3">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.</td></tr>
<tr><td colspan="3">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.</td></tr>
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