

Strategic Performance Report: 2019/20 Quarter 1

Core Council

- Key:**
- ★ *Better than target*
 - *On target overall*
 - ▲ *Worse than target*

Quality/Benefits summarises whether key performance indicators associated with this priority are being achieved

Time measures whether milestones are being met

Cost measures whether the priority is being delivered within budget

	Quality/ Benefits	Time	Cost	Comments/Issues	Cabinet Member	Leads
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Outcome: Good value for money for local citizens

Overall Performance	▲	▲	●	<p>The focus of this outcome is to live within our means by delivering good value for money for local citizens.</p> <p>The section below shows performance against the core service indicators monitored by the services. Where indicators are not on target an explanatory note is given below the table</p>	Cllr Lynden Stowe	Steve Mawson (Director of Corporate Resources)
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Performance Overview

Performance against the core data set indicators monitored by the services is as follows:

Indicator	2018/19 Q1 Actual	2018/19 Q1 Target	2019/20 Q1 Actual	2019/20 Q1 Target
Days lost by GCC to sickness per FTE (excl. schools) - See note 1	1.82	1.80	1.95	1.80
Days lost by GCC to long term absence per FTE (excl. schools) - See Note 2	0.94	0.90	1.06	0.90
Days lost by GCC to stress per FTE (excl. schools) – See Note 3	0.54	0.40	0.67	0.40
Total end of year savings forecast through Savings Portfolio Projects – See Note 4	£18.635m	£18.635m	£16.557m	£19.051m
Invoices paid by GCC within 30 days – See Note 5	94.2%	92.0%	91.0%	95.0%
Forecast Revenue Outturn Position (£m)	£420.081m	£418.08m	£432.998m	£429.700m
Amount of Council debt over 30 days	£5.468m	£7.00m	£7.938m	£8.000m
Funds raised from asset sales (£m) (capital receipts – annual forecast)	£0.1785m	£2m	£15m	£15m
Number of ICT Priority 1 incidents raised per quarter– See Note 6	N/A	N/A	9	3

Notes re. significant variances:

Note 1 - Overall sickness absence levels at Q1 2019/20 are 1.95 Avg WDL per FTE; this is over the GCC quarterly target level of 1.80 per FTE. Although sickness absence is lower than last quarter (Q4 2018/19 – as may be expected in line with seasonal trends), Q1 2019/20 sickness absence levels are higher than at the same point last year (Q1 2018/19). HR Business Partners are reviewing these results with a view to exploring root causes with service managers.

Note 2 – Adult’s and Children’s Clusters have the highest levels of overall sickness absence and long term sickness absence (over the GCC target). Since Q4 2018/19 there has been a decrease in the Avg WDL per FTE due to short term sickness absence across all clusters (as may be expected in line with seasonal trends), however there have been small increases in long term sickness absence across Adult’s (over GCC

target) and Communities and Core (within the GCC target). Long term sickness absence levels are at 1.06 Avg WDL per FTE (over the GCC quarterly target level of 0.90). When compared to the same point last year, long term sickness absence has increased within Adults and Core and decreased in Children's and Communities Clusters. The HR team are working closely with managers in areas where long term absence has been identified as high, and are providing targeted, bespoke support.

Note 3 – Stress/depression related sickness absence has been higher overall in Q1 2019/20 (an average of 0.67 days per FTE) compared to the previous quarter (0.61 days per FTE), and at the same point last year (0.54 days per FTE). Despite the Children's Cluster having a reduction in overall and long term sickness absence since Q4 18/19, it remains the area with the highest level of stress/depression sickness absence during Q1 19/20. Adults Cluster has the second highest levels of stress/depression related sickness absence during Q1 19/20. All clusters are over the GCC target quarterly target of 0.40 Avg days per FTE. Stress/depression related absence accounts for the highest proportion of sickness absence in all Clusters. HR and Occupational Health continue to work with teams with high levels of stress/depression related absence, to support targeted interventions to reduce stress related sickness levels.

Note 4 - Currently a shortfall is forecast for Council Savings Portfolio. In each area where a shortfall is indicated contingency plans are being drawn up to cover this in-year and to find alternative savings on a sustainable basis.

Note 5 - Combination of a year end backlog and managing vacancies within the team (both sickness and leavers). We are currently recruiting into vacancies and anticipate this number will improve by next quarter's reporting

Note 6 - The unprecedented number of priority 1 incidents has been regularly reported via the ICT Governance Board and has also been included within an open service warning issued to Sopra Steria as well as ongoing service improvement discussions with their senior management team. The root causes of these outages have been identified as poorly maintained core infrastructure devices, lack of attention to processes (such as server capacity levels) and in some cases as a result of targeted remediation activities to upgrade these items as part of a scheduled investment programme.

Risks & Opportunities

We monitor a range of strategic risks in the following areas:

Financial	<ul style="list-style-type: none">• Potential overspending against the council's budget as a consequence of service pressures and under-delivery of savings• Loss of investments through a breakdown in treasury management arrangements• Changes in future funding levels making it impossible to set a robust, deliverable budget without a
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	significant impact on core services.
Cross-cutting	<ul style="list-style-type: none"> • Failure to manage the Meeting the Challenge portfolio effectively, impacting on service outcomes, customer satisfaction, finance and reputation.
Employee relations	<ul style="list-style-type: none"> • Lack of workforce skills and capacity gaps/challenges impacting on performance, sickness levels and staff turnover causing a reduction in the quality of service provision • Collapse of employee relations causing a disruption to services, lost productivity and increased costs
Infrastructure	<ul style="list-style-type: none"> • Failure to provide fit for use ICT services impacting on our ability to meet our statutory and local requirements • Failure to protect the council's key information and data as a result of exploited technological vulnerabilities facilitated through malicious attack (internal or external) • Failure of the technology managed by the ICT service impairing the council's ability to communicate.

In each case the risk is reviewed regularly to ensure that effective controls are in place to militate against it occurring. This process results in a residual risk rating i.e. the assessment of the remaining risk after mitigating actions and controls have been put in place. If the risk is still high further actions will need to be taken in mitigation against it. In all but three cases the residual risks are currently assessed as low or moderate i.e. we believe we have reasonable controls in place. The current high residual risks are as follows:

Strategic Risk 2.2 –The cumulative impact of service pressures, particularly increased demand in relations to the care of vulnerable Children and Adults, and the under delivery of Demand Management programmes and savings plans designed to address the inherent over-spend position, result in a major overspend for 2019/20 . Children's and Families are currently forecasted a significant overspend as a result of increased demand.

Budget overview

The forecast outturn for Business Support Services is balanced.