

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	7 March 2023
Subject:	Council Plan Performance Tracker - Quarter Three 2022/23
Report of:	Head of Corporate Services
Head of Service/Director:	Head of Corporate Services
Lead Member:	Leader of the Council
Number of Appendices:	5

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e. finance and resources, economic growth, housing and communities and customer first, plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was approved by Council on 26 July 2022.

Any outstanding actions from the COVID-19 Recovery Plan have been transitioned back into the Council Plan and marked with a 'r', thereby reverting back to monitoring one strategic document. The Council Plan and its actions acknowledge the longer-term recovery challenges presented by the pandemic.

Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3), the reserves position summary (Appendix 4) and Finance Key Performance Indicators (Appendix 5).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee – on this occasion, as the Executive Committee is not due to meeting again until June 2023, a briefing note will be circulated to the Executive Committee following consideration of the information by the Overview and Scrutiny Committee.

This report introduces the performance information for the third quarter of the third year of our Council Plan.

Recommendation:

To scrutinise the performance management information and, where appropriate, require action or response from the Executive Committee.

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is one of the Council's six priorities within the Council Plan. Financial performance monitoring also provides all stakeholders with a good oversight on the Council's financial position.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, sustainable environment is one of the Council's six priorities within the Council Plan.

Resource Implications (including impact on equalities):

None directly associated with this report.

Safeguarding Implications:

None directly associated with this report.

Impact on the Customer:

Though the report does not directly impact upon our customers, customer first is one of the Council's six priorities within the Council Plan. Performance monitoring also provides our customers and residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0 INTRODUCTION

- 1.1 A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 26 July 2022.
- 1.2 As we continue to recover from the pandemic, for 2022/23 we have incorporated the remaining actions from our COVID-19 Corporate Recovery Plan so that our focus for 2022/23 falls under one key strategic document. This will mean the report only contains one performance tracker for 2022/23.
- 1.3 Key financial information is also reported so members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3), the reserves position summary (Appendix 4) and Finance Key Performance Indicators (Appendix 5).

2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “*Tewkesbury Borough, a place where a good quality of life is open to all*”. The priorities are:

- Finance and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

Each of the six priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and, where appropriate, refreshed on an annual basis.

2.2 For monitoring the progress of the Council Plan actions, the following symbols are used:

😊 – action progressing well

😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action

😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

Grey – project has not yet commenced

✓ – action complete or annual target achieved

For monitoring of key performance indicators, the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

↓ - PI is showing performance is not as good as previous year

2.3 This report presents the third quarter of year three of the Council Plan (2020-24). Key successful activities to bring to Members' attention since the last performance report include:

- A full Medium Term Financial Strategy was approved by Council in January 2023. (Page 2)
- The budget proposal was recommended approve to Council by Executive Committee on 1 February. Whilst there is a recommendation to increase Council Tax by £5, the Council will remain in the lowest quartile nationally against other Councils. (Page 2)
- There are 45 live premises applications received, with three façade grants being approved as part of the High Street Heritage Action Zone (HSHAZ). (Page 7-8)
- [Juliet Bidgood Urban Architect](#) has been appointed help create a masterplan brief as part of the Public Realm stream of the HSHAZ. This is also part of the re-commencing of the regeneration of Tewkesbury Town projects. (Page 8)

- An Empty Property Strategy 2023-25 was approved by the Executive Committee in November 2022. This is one of the key objectives set out within the Housing and Homelessness Strategy 2022-26. (Page 14)
- Our new Web Developer started their role and work has recommenced on reviewing the corporate website. (Page 29)
- The Business Transformation Teams were finalists in Netcalls' App of the year Award for the planning application tracker. This is set to go live to the public at the end of February, enabling customers to track the progress of planning applications. (Page 30)
- A further round of the Public Sector Decarbonisation Scheme opened on 12 October - the Council has applied for the replacement of its heating system. (Page 40)
- An Electric Vehicle Charging Strategy was approved at Executive Committee in November. (Page 41)

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a 😞 or 😊 are highlighted below:

Action	Status and reason for status
Develop and launch the new Economic Development and Tourism Strategy. (Page 4)	😞 The target date has been amended from January 2023 to September 2023 . This is to allow consideration of the potentially new Council following the elections.
<u>Joint Strategic Plan actions</u> <ul style="list-style-type: none"> • Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP). • Work with partners to undertake the required review of the JSP. • Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need • Support the garden town planning status through the JSP site assessment process. (Page No. 5, 13, 15, 36 of the Council Plan performance tracker).	😊 The timetable is currently under a further review and could be subject to change, this in turn could result in the target dates being amended. Amendments to the timetable will go to Executive Committee and Council for approval.

<p>To deliver projects as part of the Tewkesbury High Street Heritage Action Zone, including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.</p> <p>(Pages 7-8)</p>	<p>☹️ There are some concerns about being able to use the available funds in the current year, given difficulties in getting contractors to quote etc. The team is working with Historic England to reallocate funding this year and cover grant funding in year 4 of the project.</p>
<p>Adopt a revised charging schedule for the Community Infrastructure Levy (CIL).</p> <p>(Pages 18-19)</p>	<p>☹️ The overall target date has been amended from January 2024 to January 2025. This is to begin applying the new charging schedule to applications granted on, or after, 1 January 2025. This has been delayed from 1 January 2024 while work is undertaken on preparing a new charging schedule based on recommendations made in the evidence gathering stage.</p>
<p>Carry out a full review of the Licensing service.</p> <p>(Pages 28-29)</p>	<p>☹️ The target date has been amended from January 2023 to June 2023. This is to allow for the Licensing team restructure element of the project to be reported to Council and if approved, be implemented.</p>
<p>Carry out a review of our corporate website. (Page No. 29).</p>	<p>☹️ With the new Web Developer being appointed, a revised timetable has been established which has resulted in the target date to be slightly amended from April 2023 to July 2023.</p>
<p>Prepare a Strategic Framework Plan (SFP) (previously named Design Manual) (Page No. 37)</p>	<p>☹️ The target date has been amended from March 2023 to Summer 2023. The final draft will form part of a Regulation 18 consultation process for the Joint Strategic Plan (JSP) which is currently scheduled for the summer.</p>
<p>Finalise the design and launch the construction phase of the Ashchurch and Northway Bridge Over Rail (ANBOR). (Page No. 37)</p>	<p>☹️ Following the Judicial Review, the judge quashed the planning application. On this basis the construction of the bridge cannot take place.</p>
<p>Work with partners to maximise sustainable development principles and low carbon technologies as part of the Garden Communities programme. (r)</p> <p>(Page No. 38)</p>	<p>☹️ The Garden Town Sustainability Strategy is being finalised and will be taken forward through the Design Manual (now called Strategic Framework Plan (SFP)), in the first instance. However, due to the delay of the SFP the target date of this action has been amended from March 2023 to May 2023.</p>

<p>Conclude the assessment of the delivery vehicle for the Garden Town and submit the business case to the Department for Levelling Up, Housing and Communities (DLUHC). (Page No. 39)</p>	<p>☹️ The Department for Levelling Up, Housing and Communities (DLUHC) requested the business case is submitted to government in April 2023. The target date has been amended from January 2023 to April 2023 to reflect this.</p>
<p>Carry out a review of our little pickers' scheme. (Page 41)</p>	<p>☹️ A review to cleanse the schemes registration data will be carried out. The target date for this is August 2023. Following this a database system can be created by the Business Transformation Team but will be dependent on the team's workplan.</p>




2.5 It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.

3.0 COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)




3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of December 2022.

3.2 In this quarter, two new KPI's have been added (KPI-19 and KPI-20) and KPI-17 and KPI-18 have been amended. These four KPI's relate to the recent 'review of Planning Key Performance Indicators' report which seen Members of Overview and Scrutiny Committee agree to the amendments to the indicators in November 2022. This quarter reflects those changes.

3.3 Of the **24** indicators with targets, their status as at the end of quarter three for 2022/23 is:

 (on target)	 (below target but confident annual target will be achieved)	 (below target)
16	2	6

In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:

 (better performance than last year)	 (not as good as last year)	 (on par with previous year performance)
19	3	6

3.4

KPIs where the direction of travel is down and/ or KPI is ☹️ are highlighted below:

KPI No.	KPI description	Reason for ☹️ or ↓
11	Total number of homeless relief cases held at the end of the quarter. (Page No. 20)	↓ The number of relief cases held at the end of Q3 (103) has increased when compared to Q3 2021/22. If this rate continues it will be more than the outturn for 2021/22 (122).
17	Percentage of 'major' applications determined within 13 weeks, or 16 weeks where an EIA is required, or alternative period agreed with the applicant. (Page No. 23)	↓ ☹️ Three decisions out of six were determined within the target (50%) during Q3. Cumulatively for the year so far, 54.55% were answered within the time period. This is below both the Council's target of 80% and the outturn for 2021/22 which was 75%. However, over a two-year rolling period (the national reporting period), the Council is currently achieving 70% which is above the 60% threshold.
19	Percentage of 'major' planning applications overturned at appeal. (Page No. 24)	☹️ This is a new KPI. The national threshold is 10% measured over a two-year period. The current assessment period available is to the end of September 2021 where the Council is at 7.8%. This is based on five out of 64 major decisions being overturned at appeal equating to approx. 1.5%. Cumulatively for the year so far, two appeals out of 22 major decisions have been overturned. This could mean that the 7.8% is likely to be higher at potentially 10.8%. Resulting in the percentage of overturns being higher than the national threshold.
31	Average number of days to process change in circumstances to housing benefit claims. (Page No. 33).	↓ ☹️ Q3 has seen an improvement in performance but, when comparing the cumulative figure of 13.1 days against last year's outturn figure (three days), this is an increase. It also does not meet the four day target set for 2022/23.
34	Average number of sick days per full time equivalent. (Page No. 34)	☹️ Whilst the Q3 figure of 1.96 days is low, the cumulative figure of 7.5 days will mean it is very unlikely the eight day target will be met this year when taking into account the final quarter. However, there has been a significant improvement so far compared to last year's outturn of 11.51 days.
35	Average voluntary staff turnover. (Page No. 35)	☹️ Whilst there has been a reduction in the turnover rate in Q3, the cumulative rate (14.5%) is above the target of 13.4%.

38	Percentage of formal complaints answered on time. (Page No. 36).	☹️ The Q3 figure has improved significantly with 25 out of 28 complaints answered within the timescale (89%). However, the cumulative figure for the year so far is 74% which is below the target of 90% but it is hoped to improve in Q4.
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3.5 Key successful KPIs to bring to Members' attention include:

- KPI 2- The claimant unemployment rate within the borough has reduced to 1.8% from 2.2% (outturn of 2021/22), this is below the county rate of 2.2% and the UK rate of 3.7%. (Page No. 10)
- KPI-5 – the number of visitors to Tewkesbury Tourist Information Centre has increased with a total 16,387 since April compared to 13,269 this time last year. (Page No. 11)
- KPI 7- The number of visitors to the Growth Hub increased, with 258 in Q3, resulting in the target for the year (250) being achieved with 628 for the year so far. (Page No.12)
- KPI 21, 22, 23 and 24- improvement in investigating planning enforcement A, B, C and D cases with the majority of categories reaching 100% performance during Q3 and a significant improvement to KPI 23 with 90.91% reported compared to the outturn of 56.45% last year. (Pages 25 and 26)
- KPI 36- Food established hygiene ratings this year remains good - 2% have a rating of 2 or below which is beneath the 5% target and less than last year's figure of 3.2%. (Page No. 35)
- KPI 37- Percentage of Freedom of Information requests answered on time has improved with 90% being achieved. This is above both the outturn last year (89%) and this year's target of 80%. (Page No. 35)
- KPI 40- 52.6% of waste this year so far, was reused, recycled or composted - performance is above the target of 52%. (Page No. 45)

4.0 FINANCIAL SUMMARY - REVENUE POSITION

4.1 The financial budget summary for Q3 shows a projected surplus of £1,182,959 for the full year against the approved budget and is an increase of £1.05m against the projection made at Q2 of £138,305.

This significant increase in surplus projection is due to:

- the costs of both the Pay Line Review Phase 1 and the excess cost of the national pay award have now been taken to the reserves which were set aside to fund these costs. The total cost of these is £353k;
- increased Business Rates retention of £249k ;
- increase in planning fees - quarter 2 income was greater than expected by £90k and a further £200k is projected due to one large application;
- the receipt of the UK Shared Prosperity Fund (UKSPF) grant of £128k which is not expected to be spent by year-end;
- investment interest received is £100k more than expected;
- the Materials Recovery Facility (MRF) gate fee has reduced by a further £35k;
- Ubico's forecast deficit has reduced since Q2 by £100k, mainly within diesel and employment costs.

- 4.2 The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,747,740	£11,106,910	£640,830
Premises	£613,798	£612,696	£1,102
Transport	£61,560	£41,656	£19,904
Supplies & Services	£2,218,461	£2,085,043	£133,418
Payments to Third Parties	£6,526,985	£6,714,979	-£187,994
Transfer Payments - Benefits	£9,000,000	£9,131,880	-£131,880
Central Recharges	£29,929	£29,929	£0
COMF Funding	£0	£1,753	-£1,753
COVID-19 Costs	£0	-£10,714	£10,714
COVID-19 Recovery	£0	£83	-£83
Projects Funded Externally	£60,000	£46,865	£13,135
Income	-£17,134,454	-£17,297,277	£162,823
Services Sub Total	£13,124,019	£12,463,803	£660,216
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£439,000	-£952,000	£513,000
Treasury – Borrowing Costs	£467,000	£449,812	£17,188
Investment Properties	-£3,230,484	-£3,060,651	-£169,833
Corporate Savings Targets	-£100,000	£0	-£100,000
Core Government funding	-£1,511,086	-£1,511,086	£0
New Homes Bonus	-£1,633,094	-£1,633,094	£0
Business Rates	-£1,887,180	-£2,286,421	£399,241
Council Tax Surplus	-£98,009	-£98,009	£0
Parish precept	£2,433,310	£2,433,310	£0
Use of reserves & MRP	£119,430	£130,062	-£10,632
Corporate Sub Total	-£5,879,113	-£6,528,077	£648,964
Transfer to reserves (externally ringfenced funding)			-£126,220
Surplus / (deficit)			£1,182,959

Service Expenditure

- 4.3 The quarter three full year projection highlights a full year cost of service provision totalling £12.46m, resulting in a surplus against the approved budget of £660,216.
- 4.4 The following paragraphs highlight the main reasons for this projected surplus. In addition, Appendix 2 provides detail at a service level with notes on variances over £10,000.
- 4.5 The full year projection for employees highlights a potential gross surplus of £640,830. It should, however, be noted that, within the Council's corporate expenditure is a target to save £100,000 from employment costs across the Council. The net position is therefore a surplus against target of £540,830.

- 4.6** There are employee savings being accrued across most service areas but the majority of the overall surplus is being accrued by One Legal. It should be remembered that these savings will be shared by all of the partners in One Legal.
- 4.7** The national pay award was agreed in November and resulted in an uplift of £1,925 on every scale point. The Council budgeted for a 2% increase in salaries and as a result the excess cost, calculated at £215,111, has now been charged to the pay award revenue reserve.
- 4.8** Similarly, the first phase of the local pay line review has now been calculated at a cost of £138,503 and this has been charged against the MTFs reserve as set out in the Council paper.
- 4.9** There is a projected saving of £19,904 for transport costs. The main reason for this saving is the reduction of business travel across the Council and only using four pool cars when five were budgeted.
- 4.10** The projected outturn for Supplies & Services highlights a potential underspend of £133,418. Computer annual renewals is expected to be £34k below budget across many service areas, this is due to a large majority of licences remaining within current contracts or being renegotiated at current levels. It is anticipated that bank charges will deliver a saving of £29k. IT equipment will be £52k under budget, as some equipment has been purchased at a lower cost than expected and some will not be purchased until next financial year.
- 4.11** Payments to third parties highlights a projected overspend of £187,994. The Ubico contract is forecast to be overspent by £300k at year end which is a reduction of £100k on the Q2 estimate. The overspend is mainly driven by the annual pay award, which equals £152k. Due to the increased cost of fuel, Ubico estimate an overspend of £99.5k on diesel. Other areas of additional spend within the contract include vehicle hire, which has been partially funded from reserves, for the additional food round.
- 4.12** At the start of this financial year, and after the budget was set, the Council was informed by Cheltenham Borough Council of additional running costs in relation to Swindon Road Depot. The costs, previously borne by Cheltenham Borough Council, are in relation to the day-to-day running costs and maintenance requirements for the depot, estimated to be in the order of £150k per annum.
- 4.13** The MRF gate fee is expected to be £244k lower than budget which is due to a significant reduction in the gate fee per tonne being paid. The current buoyant market for recycled materials has resulted in the gate fee paid dropping from £67 per tonne at the start of the contract last year to a current price of £38 per tonne.
- 4.14** Income in many areas of Council activity is showing a positive position. Several income streams are projected to deliver income more than budget including planning fees and licensing.
- 4.15** However, a few areas are projecting lower income than budget. Income from Tewkesbury Leisure Centre will be £65k lower than budget as a reduced management fee has been agreed. Due to a vacant commercial unit in the Council Offices, rental income is predicted to be £60k down on budget. In addition, One Legal income is below target, although this is offset against savings within employee costs and is again shared with One Legal partners.
- 4.16** The income position is boosted by the receipt of external ringfenced funding for the UK Shared Prosperity Fund of £128k. This is to be carried over at year-end into reserves, as expenditure is not anticipated until next financial year.

Corporate Expenditure

- 4.17** The expenditure associated with corporate activities, as well as the financing of the Council, is shown in the second section and highlights an estimated surplus of £648,964 for the financial year.
- 4.18** Treasury activities are expected to deliver some small savings in borrowing costs, despite the increasing rates, as the Council has been able to divest itself of some of its previous borrowing need.
- 4.19** The increased market rates are, however, good news for the Council's investment activities with significant additional income now forecast for the year. Both day-to-day investments and pooled funds are experiencing returns significantly in excess of the budget expectations given the steep rises in the base rate and a surplus of £513,000 is projected.
- 4.20** The commercial property portfolio is currently predicting a deficit in the year as a result of the expected temporary void at one office unit in Hertford. Whilst the unit has now been let, inducements of six months rent free will mean only limited income on this unit in the current year but will secure a tenant for the next ten years if the full course is run. Similarly, Unit 5 at Tipton has also been let but inducements will restrict income in this financial year. Unit 5 is not in this year's budget so any income received is additional to expectations. The forecast variance on the income stream can be met by the commercial property reserve.
- 4.21** The overall projected position on retained business rates is currently exceeding budget expectations, generating additional income of £399k. This is due to awarding more reliefs than anticipated, resulting in more s31 grants income which is greater than budget.
- 4.22** The Q3 report has now separately identified the external grant funding that is unlikely to be spent by year end and must be ringfenced to a particular project or service. This is estimated at £126k and, whilst it will increase our year end reserves, we do not have discretion as to where it can be spent. It is therefore excluded from our reported position.
- 4.23** Bringing together both the surplus on net service expenditure and surplus on net corporate expenditure results in an overall budget surplus projection of £1,183k for the year.

5.0 CAPITAL BUDGET POSITION

- 5.1** Appendix 3 shows the capital budget position as at Q3. This is currently showing an underspend of £2.4m against the profiled budget of £4.1m.
- 5.2** The capital programme estimates total expenditure for the year to be circa £5.17m. The main elements of this year's forecast include:
- Ashchurch Bridge
 - Solar canopy
 - Disabled Facilities Grants (DFG)
- 5.3** As noted in previous budget reports, there are currently unavoidable delays with the delivery of the Ashchurch bridge project which accounts for the majority of the reported underspend on land and buildings.

5.4 The solar canopy project was completed in Q2 with a final cost of £599k. This project was approved and delivered following the disappointment of not being able to proceed with the replacement heating system at the Council Offices due to tendered costs. The grant funding awarded for the heat replacement system has been used to partly fund the solar canopy. A new grant application has been made in October for funding towards the heat replacement project.

5.5 An overspend is being reported for vehicle replacement as the new sweeper, which was expected in Q4 of 2021/22, was delayed until the new financial year. No further vehicles are expected to be acquired this year.

6.0 RESERVES POSITION

6.1 Appendix 4 provides a summary of the current usage of available reserves and supporting notes are provided for reserves where expenditure is high. As at 1 April 2022, these reserves stood at £18.13m which is an increase of £1.93m on the previous year. The increase reflects the 21/22 budget surplus which includes significant external funding for a range of projects.

6.2 Reserves have been set aside from previous years to fund known future costs, Council priorities and the strategic planning of the authority's operation. The information in the appendix reflects only expenditure incurred to date and does not take account of reserves which have been committed but not yet paid or are awaiting capital financing at year end. Such expenditure will include:

- the funding of the Garden Town operation during 2022/23 currently estimated at £419k
- the partial funding of land acquisition to support the Garden Town which will utilise the full balance in the Investment Reserve of £450,000
- temporary staff support for Development Services
- funding the forecast income deficit on the commercial property reserve.

6.3 Significant actual expenditure has now been made against reserves and totals £1.49m. This now includes the cost of the Local Pay Line Review Phase 1 and the excess cost of the national pay award as referred to in Paragraph 4.4. Full details of all reserves' expenditure is provided in appendix 4.

7.0 FINANCE KEY PERFORMANCE INDICATORS.

7.1 As part of the financial management code, approved by the Audit and Governance Committee, this report now includes a number of KPI's. The reason for their inclusion is to ensure frequent and meaningful data is reported regularly and therefore allows for further scrutiny of our financial performance. This is part of a range of actions to comply with the CIPFA Financial Management Code which is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability.

7.2 An area that monitored closely is the Council's aged sundry debt. Service areas receive monthly reports to make them aware of aged debt and focus their attention on collecting those debts where possible. Each service area is responsible for creating their own bad debt policy and updating Finance quarterly with a progress update. Finance review and analyse aged debt annually for the year-end financial statements which allows the team to determine specific and general bad debt provisions.

- 7.3** The table in Appendix 5 shows the level of bad debt for each service area and the percentage that is greater than one year.
- 7.4** Appendix 5 also includes statistics on the Council's treasury management position. Total Investments at Q3 is £42.6m. The return on this is averaging at 2.88% and a total return of £952k is forecast by year-end. Total borrowing at Q3 is £30.6m. The estimated cost of borrowing at year-end is £450k.
- 7.5** The final KPI shows the number of vacancies in each service area. This is also being reported to Management Team on a monthly basis. Although vacant posts result in a saving against budget, they can, in some circumstances, have a negative impact on service delivery. The total number of vacant full-time equivalents at Q3 is 35.9 out of a total workforce of 216.5. There are various reasons for these vacancies and Management Team will be working with HR and Operational Managers to either help with recruitment or ensure there is minimal impact on services.

8.0 CONSULTATION

8.1 Council Plan - None.

Finance report - Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

9.0 ASSOCIATED RISKS

- 9.1** There are no associated risks in relation to the report itself. A number of actions within the Council Plan are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.

10.0 MONITORING

- 10.1** Progress on delivery of Council Plan actions are monitored on a quarterly basis by Overview and Scrutiny Committee. Budget monitoring occurs on a monthly basis and is formally reported quarterly.

11.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

11.1 Council Plan 2020-2024 approved by Council on 26 July 2022

COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Budget monitoring is on the approved annual revenue and capital budget for 2022/23 which has been prepared in line with the Medium Term Financial Strategy

Background Papers: None.

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Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 3 2022/23
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves
Appendix 5 - Finance KPIs.