

Strategy and Resources Committee

Monday, 17 July 2017

7.30 pm at the

Civic Offices, St Nicholas Way, Sutton SM1 1EA



SUPPLEMENTAL AGENDA

To all members of the Strategy and Resources Committee:-

Please bring the following papers with you to the meeting:-

6. Performance and Finance Report - Period 1 2017/18

1 - 22

This report provides an overview of performance and finance during April - June 2017 as reported through the corporate balanced scorecard and financial monitoring arrangements.

Niall Bolger
Chief Executive
11 July 2017

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|--|---|--------------|--------------|
| Report to: | Strategy and Resources Committee | Date: | 17 July 2017 |
| Report title: | Q1 Performance and Finance Report (April-June) 2017-18 | | |
| Report from: | Strategic Director – Resources and Assistant Director – Customers, Commissioning and Governance | | |
| Ward/Areas affected: | Borough wide | | |
| Chair of Committee/Lead Member: | Cllr Ruth Dombey, Leader of the Council and Cllr Simon Wales, Deputy Leader of the Council | | |
| Author(s)/Contact Number(s): | Sam Barker, Head of Corporate Commissioning, 020 8770 5141 Toby Joseph, Revenue Planning & Monitoring Manager, 020 8770 4448 | | |
| Corporate Plan Priorities: | <ul style="list-style-type: none"> • An Open Council • A Green Council • A Fair Council • A Smart Council | | |
| Open/Exempt: | Open | | |
| Signed: |  | Date: | 11 July 2017 |

1. Summary

- 1.1 This report provides an overview of performance and finance during April - June 2017 as reported through the corporate balanced scorecard and financial monitoring arrangements.
- 1.2 A full update on progress against the Council's 2016/17 Strategic Commissioning Plan will be provided in November 2017.
- 1.3 An overview of the Council's revenue and capital financial position and the key corporate risks from the Medium Term Financial Plan using the latest available data will be provided via Covalent in advance of the meeting.

2. Recommendations

That the Strategy and Resources Committee is recommended to:

- 2.1 note performance against Corporate Balanced Scorecard indicators;
- 2.2 note the projected revenue outturn position to be provided via Covalent;
- 2.3 note the projected capital position to be provided via Covalent;
- 2.4 agree the proposed revenue budget adjustments including the proposed use of the additional social care grant funding, and proposed additional revenue expenditure funded from reserves (paragraphs 6.7 to 6.8); and

- 2.5 agree the capital programme adjustments, including additional expenditure on highways maintenance and improvements.

3. Background

- 3.1 The Corporate Plan sets out the priorities for the Council over the period 2014/15 – 2018/19. These priorities will be delivered under the following themes: Open, Fair, Green and Smart in accordance with the direction of travel and future shape of the Council.
- 3.2 The 2017/18 Strategic Commissioning plan sets out the activities that will contribute to the delivery of corporate plan priorities. Directorate Progress against the Commissioning Plan 2016/17 will be reported in November 2017.
- 3.3 This report summarises the overall Council performance for April to June 2017/18 as reported through the Corporate Balanced Scorecard.

4. Council Performance April - June 2017 - Corporate Balanced Scorecard

- 4.1 The Corporate Balanced scorecard for quarter one can be found at appendix A, which shows the Council position as at 4 July 2017 for the indicators that contribute to the Council's Open, Fair, Green and Smart priorities during 2017/18.
- 4.2 The performance indicator RAG summary for the period April - June 2017 is as follows:
 - Data only: 17 indicators (these indicators do not have a target set)
 - Red: 1 indicator
 - Amber: 3 indicators
 - Green: 12 indicators
 - Unknown: 4 indicators (data is not yet available - these tend to be quarterly, termly or annual indicators, or where data is being validated to ensure accurate reporting after a change to a service or service delivery model)
- 4.3 As noted above, the majority of indicators are green. For those indicators that are red or amber, these have not yet been updated in 2017/18 (due to their collection frequency). The remedial action outlined previously on these indicators is continuing to be implemented as set out in the appendix.

Customer Care

- 4.4 The Corporate Balanced scorecard sets out performance for May. Performance against responses to FOIs, Member enquiries and, MP enquiries within timescales has shown an improvement. Responses to complaints within timescales has decreased, with 6 complaints responded to outside of timescales during May.



Workforce (excluding schools & colleges)

- 4.5 The Council's workforce size has continued its long term decrease in the light of continued reductions in funding and also staff moving across to different delivery models including shared services (with Kingston) or outsourced to contractors.

5. Performance Challenge Session

- 5.1 In order to enhance the scrutiny work of standing committees, members are asked to consider a performance dashboard covering performance within the areas of responsibility for this committee. This information will be presented 'live' at committee meetings. Members will be able to explore performance issues, ask questions of officers and seek assurance as to what mitigation is being put in place to rectify issues.
- 5.2 The initial list of performance indicators covers each of the key areas within the responsibility of the Strategy and Resources Committee (appendix B).
- 5.3 During 2017/18 it is proposed that the committee takes a different thematic area to look at in detail at each committee meeting. The following timetable is suggested;
- November - Public Health
 - January - SSPS
 - February - HR

6. Financial Performance, Period 1 2017/18

- 6.1 The projected General Fund budget outturn position, including commentary on key variations and proposed actions to address will be provided via Covalent shortly before the meeting. An overview of the financial position will also be presented at the meeting itself.
- 6.2 The separate report on the 2016/17 outturn position identifies a number of revenue budget pressures. Some of these are non-recurrent, or have been addressed as part of the 2017/18 budget process. However, pressures that are likely to continue into 2017/18 include:
- external legal and expert assessment costs associated with Children's safeguarding arising primarily from higher numbers of children being taken into care (£600k);
 - transport for Children with Special Educational Needs and some other home to school transport arising from an increase in the number of children being given Education, Care and Health Plans (ECHP) and the associated costs of transport support (£1.8m); and
 - costs associated with leaving care and for children in families with no recourse to public funds (£600k).

- 6.3 There are some other offsetting recurrent underspends expected that reduce the overall net potential pressure to around £2.3m. Officers are considering action to ensure that total expenditure across the Council is in line with the agreed net budget and will provide further information on this in future reports.
- 6.4 In the Chancellor's Spring Budget it was announced that Local Authorities would receive additional funding for Adult Social Care. This is an acknowledgement from central government of the significant pressures faced across the country as demand for social care services increase with people living longer and having more complex needs that need supporting. It is also putting additional pressures on the health service, which government wish to help alleviate. In 2017/18, the London Borough of Sutton have been awarded grant of £2.405m, £2.079 in 2018/19 and £1.038m in 2019/20. This is to supplement the improved Better Care Fund grant that is expected to come in from 2018/19 and increase in 2019/20.
- 6.5 The Government is clear that this money should be used to fund adult social care services and will be additional to current budgeted spend. The DCLG and DH have set out the following conditions for the use of the grant by Local Authorities, these are:
- grant paid to a local authority under this determination may be used only for the purposes of meeting social care needs and so reducing pressures on the NHS, including supporting people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported so social care needs can be met;
 - the funding should be pooled into the Better Care Fund, and;
 - the government has made clear that part of this funding is intended to enable local authorities to quickly provide stability and extra capacity in local care systems.

The Council's proposals for use of the new adult social care monies include:

- there are a number of pressures across the social care market within Sutton, in particular the homecare market that is expected to have a significant impact on the Council's financial position for 2017/18. There are several factors that mean hourly rates paid to providers need to increase, firstly current providers are still receiving the same price that was agreed through the personal care framework in February 2013, this price is below that paid by neighbouring boroughs and below the national average. This causes a recruitment challenge for providers and in turn is having a significant effect of their ability to cover calls during unsociable hours. Secondly the introduction of the National Living Wage in April 2016 is having a significant and rising impact on the cost of care in addition to providers now being required to pay travelling costs in addition to time spent delivering care. The Council is therefore proposing to invest £1.291m (Homecare and Direct Payments) of the grant into this area to support and stabilise existing market providers. This in turn will support transfers of care from hospital to avoid delayed transfers of care (DToCs) and focus on improving outcomes that reduce the need for longer term care packages;

- there are growing demographic pressures on adult social care. These include young people with more complex needs transitioning from children's services. There is also an increasing population of over 75s and over 85s. with these cohorts living longer and becoming more complex. There are projected population increases of 2-2.5% annually in these groups. In March 2015 Adult Social Services were supporting 1,526 (long term support), and now there are 1,650 with long term support, an 8% increase which is set to continue into 2017/18. The Council is therefore proposing to invest £0.774m (homecare and direct payments) to support this demographic pressure, and;
- additional staffing capacity to support the Council's adult social care transformation and operational delivery to ensure timely assessments and reviews are conducted so that people receive the right support at the right time. This will create additional capacity to support this program and propose utilising £340k from the grant.

6.6 These proposals were discussed and agreed with the Clinical Commissioning Group at the Sutton Integration and Transformation Board in June 2017.

6.7 During the 2016/17 year end processes a number of bids were received to carry-forward unspent budgets into 2017/18. As there was no net underspend overall the intention is that most of these bids will now be managed within the agreed 2017/18 budget allocation, with any budget management issues arising from this being reported in future Performance and Finance reports to this Committee. The following items are exceptions to this. The Committee is recommended to agree actions as set out below:

- the Shared Environment Service carried out a review of its first year of operation and a report and recommendations was approved at Committee on 30 March 2017. In order to carry out the review recommendations, a programme of work is being developed. This will need to be appropriately resourced if the recommendations are to be implemented in an effective and timely way. The expectation was that this could be funded from unspent 2016/17 budget, but this is no longer an option. Approval to cover these costs of up to £100k from reserves is requested;
- it has been necessary to increase resources in the Customer Services Team to cover high and volatile demand due to the transition to the new waste service and the implementation of the shared Customer Service arrangements with RB Kingston. The estimated additional cost is £109k. Commercial discussions regarding the additional costs of the introduction of new services are due with the contractor where officers will be seeking a contribution to these costs, but there may be costs that the Council needs to meet. It is recommended to note this situation and that a further recommendation to allocate funding from reserves will be brought forward to a future meeting if required; and
- the move to a new Library Management System (Open Galaxy) in 2016/17 and its subsequent merger with Agresso towards the year end resulted in the service being unable to purchase essential new book stock and resource material, required for spaces that will be created as part of the central library refurbishment. This

refurbishment will be completed in 2017/18, funded by capital already agreed. A further £55k allocated in 2016/17 as part of the wider programme of IT upgrades to both public computers and staff IT equipment could not be spent due to delays in the project. Approval is requested to cover these total costs of £95k from the ICT infrastructure reserve, in order to begin the central library refurbishment.

- 6.8 In January 2017 the government announced funding allocations for highways works. Across England this included £801m to help improve the condition of local roads, £70m from the Pothole Action Fund to repair potholes and £75m from the Highways Maintenance Challenge Fund to repair and maintain highways infrastructure. No funding allocations were made to London authorities and Councils in London are not eligible to bid for funding from the Challenge Fund despite the concerns about road condition being equally applicable in London as elsewhere in the country. In the absence of any external funding it is proposed to commit up to £946k, funded from reserves, to an Essential Highways Maintenance Programme to address priority road condition issues in the borough. This programme will include about £746k of capital expenditure (highways resurfacing and some railings maintenance) and £200k of revenue expenditure (pothole repair £100k, verge maintenance £50k and programme management £50k). Any changes in the allocation between capital and revenue will be reported to future meetings of the Committee. The intention is to complete the programme during the 2017/18 financial year.
- 6.9 The year to date and projected year end capital spend, including commentary on significant variations will be provided at the meeting via Covalent.
- 6.10 Appendix C shows recommended adjustments to the capital programme. These reflect rephasing of work between years, the utilisation of new capital resources into the programme and the capital element of the proposed Essential Highways Maintenance Programme..

7. Impacts and Implications

Financial

- 7.1 The financial implications are covered in the relevant sections of the report.

Legal

- 7.2 There are no specific legal implications arising from the report.



8. Appendices and Background Documents

| Appendix letter | Title |
|-----------------|---|
| A | Corporate Balanced Scorecard Q1 (April-June 2017) - as at 4 July 2017 |
| B | 2017/18 KPIs |
| C | Recommended capital budget adjustments |

| Background documents |
|----------------------|
| N/A |

| Audit Trail | | |
|--------------------------------------|-------|--------------------|
| Version | Final | Date: 10 July 2017 |
| Consultation with other officers | | |
| Finance | Yes | Phil Butlin |
| Legal | No | N/A |
| Equality Impact Assessment required? | No | N/A |

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17-18 Corporate Balanced Scorecard

Generated on: 05 July 2017

| PI Status | | Long Term Trends | | Short Term Trends | |
|---|-----------|---|---------------|---|---------------|
|  | Alert |  | Improving |  | Improving |
|  | Warning |  | No Change |  | No Change |
|  | OK |  | Getting Worse |  | Getting Worse |
|  | Unknown | | | | |
|  | Data Only | | | | |

Traffic Light Red

| PI Code & Name | Current Status | Short Term Trend | Long Term Trend | Last Update | Current Value | Current Target | Latest Note |
|--|---|---|---|-------------|---------------|----------------|---|
| EHR H&R HE 01 Number of affordable homes delivered (gross) (LAPS NI 155) |  |  |  | H2 2016/17 | 152 | 182 | The 152 total is made up from 115 rented units and 37 shared ownership units. |

Traffic Light Amber

| PI Code & Name | Current Status | Short Term Trend | Long Term Trend | Last Update | Current Value | Current Target | Latest Note |
|---|---|---|---|-------------|---------------|----------------|--|
| SC CORP 08 (GR) % of journeys that are taken by car |  |  |  | 2015/16 | 56% | 50% | The latest data available indicates that 56% of borough journeys are made by car/motorcycle. This data represents the period 2013/14 - 2015/16 and is published by TfL in their travel in London Report. The current modal share has increased by 1% since the previous reporting period. The percentage of journeys made by car in Sutton is higher than the outer London average of 48%. |
| SC CORP 09 (GR) % of residents satisfied with parks |  |  |  | 2015/16 | 88% | 90% | Findings for indicator is taken from the last Residents' Survey, which took place in 2015. The next survey due to take place in late 2017. |
| SC CORP 10 (GR) % of residents satisfied with street cleaning |  |  |  | 2015/16 | 69% | 70% | Findings for indicator is taken from the last Residents' Survey, which took place in 2015. The next survey due to take place in late 2017. |

Traffic Light Green

| PI Code & Name | Current Status | Short Term Trend | Long Term Trend | Last Update | Current Value | Current Target | Latest Note |
|---|---|---|---|-------------|---------------|----------------|---|
| PEO EEI (ED) 7a Gap in attainment of pupils eligible for FSM and peers in KS2 Mathematics |  |  |  | 2014/15 | 15% | 15% | The attainment data on performance gaps at the end of KS2 still not available. However the recent comparative data on overall performance ranks Sutton as the 4th highest attaining authority in the country for 2016 so we expect the FSM pupil results for Sutton to compare favourably with the results of FSM pupils nationwide |

| | | | | | | | |
|--|--|--|--|------------|---------|--------|--|
| PEO EEI (YO) 16 First Time Entrants to the Youth Justice System | | | | Q4 2016/17 | 11 | 14 | |
| EHR H&R SHP 11 Reduce the proportion of Council homes that fail the Government's Decent Homes Standard | | | | Q4 2016/17 | 9.4% | 9.45% | 9.4% of properties were classed as non-decent at the end of Quarter 4. 100% decency is targeted to be achieved by the end of 2017/18 |
| EHR PEDS OS 39 Business Survival Rate after 1 year | | | | 2016/17 | 94.5% | 92% | Please note that data is provided on a two year basis due to two year survival rates being included in the same dataset. In this instance this data comes from 2014 survival rate data and currently exceeds our target (93%) at 94.5%. Out of 1,185 business births, 1,120 were still in business which equated to 94.5% Only Lambeth had higher survival rates with 96.9%. |
| PEO WEL (WB) 03 Physical visits to libraries | | | | May 2017 | 110,743 | 91,667 | On target |
| RES ICT (PI) 11 Availability of Core Networks | | | | May 2017 | 100% | 99% | |
| CEX C&G (RS) 01 % of residents that feel they are able to influence council-run services | | | | 2015/16 | 51% | 45% | |
| CEX C&G (RS) 02 % of residents satisfied with Sutton as a place to live | | | | 2015/16 | 90% | 90% | |
| CEX C&G (RS) 05 % of residents who agree that that their local area is a place where people from different backgrounds | | | | 2015/16 | 90% | 89% | |

| | | | | | | | |
|--|--|--|--|---------|------|------|--|
| SC CORP 06 (GR) % of residents satisfied with road maintenance | | | | 2015/16 | 60% | 60% | |
| SC CORP 07 (GR) % of residents satisfied with pavement maintenance | | | | 2015/16 | 64% | 60% | |
| SC CORP 12 (GR) CO2 emissions in the borough | | | | 2015/16 | 3.76 | 3.76 | At present no data is available for CO2 emissions in the Borough. The latest available update relates to 2015/16 figures. The target on covalent has been set but it currently sits on the One Planet Sutton (OPS) Summary scorecard which is used to report to the OPS Board each quarter. It is used to provide an update on what has been delivered to facilitate CO2 emission reductions across the borough. The target for a 20% reduction in CO2 emissions by 2017 from a 2007 baseline. This a OPS target which we will be reporting on at the end of 2017/18. The data is collected and reported by central government. It's subject to a 2 year data lag. |

Traffic Light Data Only

| PI Code & Name | Current Status | Short Term Trend | Long Term Trend | Last Update | Current Value | Latest Note |
|---|----------------|------------------|-----------------|-------------|---------------|--|
| CEX PCS (CS) 18 Total website visits | | | | May 2017 | 223,178 | |
| CEX PCS (CS) 24A Channel shift: web | | | | May 2017 | | There has been a significant increase in customer contacts from April 2017 due to the new refuse service. Due to system issues it has not been possible to collect a full set of data to accurately report on channel shift data for this month. |
| CEX PCS (CS) 24B Channel shift: telephone | | | | May 2017 | | There has been a significant increase in customer contacts from April 2017 due to the new refuse service. Due to system issues it has not been possible to collect a full set of data to accurately report on channel shift data for this month. |

| | | | | | | |
|---|--|--|--|------------|-------|--|
| CEX PCS (CS) 24C Channel shift: face to face | | | | May 2017 | | There has been a significant increase in customer contacts from April 2017 due to the new refuse service. Due to system issues it has not been possible to collect a full set of data to accurately report on channel shift data for this month. |
| EHR EC LOC 06 Total number of attendees at Local Committees | | | | May 2017 | 51 | There was only two meetings in May one was Beddington & Wallington and the other was Sutton, South, Cheam and Belmont. B&W - 30 SSCB - 18 |
| EHR H&R HW 07 Number of Accepted Homelessness Applications | | | | May 2017 | 11 | |
| EHR PEDS OS 41 Level of overall economic activity in the borough | | | | Q4 2016/17 | 82.9% | Please note that this data is from Jan16-Dec16 and Nomis are yet to provide data for Apr16-Mar17. The newest dataset shows a slight increase from 2014/15 figures of 82.6%. In addition, this data shows that Sutton's residents are more economically active than that of London (78.3%) and national statistics (77.8%). |
| EHR PEDS SC 19 Number of new business start ups* | | | | Q1 2016/17 | 1,375 | Q4 2016 figure of 1,375 from Banksearch Consultancy Data shows an increase from previous quarter (Q3 2016) of 1002. Although this is a decrease from Q4 2015 of 1410 Opportunity Sutton continues to provide open for business services with extra support being provided through Pop-Up Sutton markets which provides experiences for upcoming entrepreneurs. |
| EHR PEDS SC 27 Number of 18-24 claimant rate (Job Seekers Allowance) | | | | Q4 2016/17 | 50 | Please note that this dataset is those under the age of 25 due to restrictive filters on data. In addition, the latest dataset is from August 2016 and up-to-date figures are yet to be published. 50 individuals equate to 0.1% of this age group in Sutton. This data shows that Sutton have a lower amount of claimants who are aged 18-24 in London 0.2% but are equal to national statistics 0.1%. However, please note that these figures do not include data from those who claim universal credit. |
| PI SSP 07 Number of reported domestic violence offences | | | | June 2017 | 128 | The Domestic Violence MARAC repeat victimisation rate of 27% continues to reflect very positively on the work of all local partners in contributing to improving the safety of victims. |

| | | | | | | |
|--|---|---|---|------------|-------|--|
| | | | | | | MPS data for June 2017, saw 128 reported domestic violence offences which is an increase of 24 compared to June 2016 (104 reported DV offences). In terms of reviewing reported domestic violence offences on a rolling 12 month basis, there have been 1332 offences reported to police, this shows a marginal decrease of 19 offences when compared to the same period last year which saw 1351 offences reported to police. |
| PI SSP 12 Number of frontline staff trained on Prevent |  |  |  | June 2017 | 0 | The Prevent Manager for the Safer Sutton Partnership Service has delivered Prevent Awareness training to 851 members of frontline staff since December 2015. So far this calendar year 142 frontline staff have attended Prevent Awareness training. In June 2017 there were no Prevent training sessions delivered in line with the then Prevent and Hate Crime Manager leaving post. This post was filled in June 2017 and discussions are in place around the steps moving forward with the training of front line staff. |
| SC CORP 13 (FR) The difference in life expectancy at birth between Sutton wards (Males) |  |  |  | 2015/16 | 6.1 | Latest available 2009-2013 |
| SC CORP 14 (FR) The difference in life expectancy at birth between Sutton wards (Females) |  |  |  | 2015/16 | 7.5 | Latest available 2009-2013 |
| SC CORP 16 (FR) % of people who say their perception of crime and disorder has improved |  |  |  | Q2 2015/16 | 20% | |
| SC CORP 17 (FR) % of GCSE students gaining 5 or more grade A*-C, including English and Maths |  |  |  | 2014/15 | 70.4% | Figure obtained from: https://www.gov.uk/government/statistics/revised-gcse-and-equivalent-results-in-england-2014-to-2015 Please note that this refers to academic year (Sept 14 - July 15). |
| SC CORP 18 (FR) % of pupils achieving level 4 or above at KS2 including English and Maths |  |  |  | 2015/16 | 87% | Figure for 2015. Figures taken from: https://www.gov.uk/government/collections/statistics-key-stage-2 |

| | | | | | | |
|-------------------------------------|---|---|---|------------|-------|--|
| SC CORP 22 (FR) The employment rate |  |  |  | Q3 2016/17 | 79.5% | Current and historic figures updated in May 2017 based on data on NOMIS. |
|-------------------------------------|---|---|---|------------|-------|--|

Traffic Light Unknown

| PI Code & Name | Current Status | Short Term Trend | Long Term Trend | Last Update | Current Value | Current Target | Latest Note |
|--|--|--|--|-------------|---------------|----------------|---|
| EHR EC CT 01 NI 192 - Percentage of household waste sent for reuse, recycling and composting (LAPS LIS 20) |  |  |  | June 2017 | | 40.00% | This information is currently being validated by Sutton, the South London Waste Partnership and our contractors (Veolia and Viridor) to ensure accurate reporting given the change in service delivery model and service changes. |
| PEO PHT (PH) 05 HIV late diagnosis rate (%) |  |  |  | 2016/17 | | 25% | This data is due to be available in December 2017 and will be input as soon as possible |
| SC CORP 11 (GR) % of waste diverted from landfill |  |  |  | June 2017 | | 40% | This information is currently being validated by Sutton, the South London Waste Partnership and our contractors (Veolia and Viridor) to ensure accurate reporting given the change in service delivery model and service changes. |
| PI SSP 01 Total criminal offences per 1000 population (LAPS LIS 3) (SC CORP 15 (FR)) |  |  |  | Q2 2016/17 | 26.7 | | |

Corporate Workforce indicator summary

| PI Code & Short Name | Current Value | Short Term Trend Arrow | Long Term Trend Arrow | Last Update |
|--|---------------|------------------------|-----------------------|-------------|
| CORP (WF) 35 Full Time Equivalents | 1,026.52 | ↓ | ↓ | Q4 2016/17 |
| CORP (WF) 36 Voluntary Turnover | 16.74 | ↓ | ↑ | Q4 2016/17 |
| CORP (WF) 37 Long-Term Sickness Absence (working days lost/FTE) | 3.65 | ↓ | ↓ | Q4 2016/17 |
| CORP (WF) 38 Short -Term Sickness Absence (working days lost/FTE) | 3.82 | ↑ | ↓ | Q4 2016/17 |
| CORP (WF) 39 Total Sickness Absence (working days lost/FTE) | 7.47 | ↑ | ↑ | Q4 2016/17 |
| CORP (WF) 40 Numbers long term sick at end quarter | 0 | ↓ | ↓ | Q4 2016/17 |
| CORP (WF) 41 Numbers off long term sick at end Qtr as % of employees | 0% | ↑ | ↑ | Q4 2016/17 |
| CORP (WF) 42 % employees ethnic minorities | 20.16% | ↓ | ↓ | Q4 2016/17 |
| CORP (WF) 45 % employees disabled | 5.8% | ↓ | ↑ | Q4 2016/17 |
| CORP (WF) 46 % employees 16 to 24 | 5.05% | ↑ | ↑ | Q4 2016/17 |
| CORP (WF) 47 Headcount | 1,148 | ↓ | ↓ | Q4 2016/17 |
| CORP (WF) 48 Ethnic Minorities Top 5% of earners | 9.09% | ↑ | ↑ | Q4 2016/17 |
| CORP (WF) 49 Gender Top 5% of earners | 42.86% | ↓ | ↓ | Q4 2016/17 |
| CORP (WF) 50 Disability Top 5% of earners | 5.77% | ↓ | ↑ | Q4 2016/17 |

Corporate Customer Care indicator summary

| PI Code & Short Name | Current Value | Short Term Trend Arrow | Long Term Trend Arrow | Last Update |
|---|---------------|------------------------|-----------------------|-------------|
| CORP (CC) 08 Complaints responded to within timescales | 76.92% | ↓ | ↓ | May 2017 |
| CORP (CC) 09 FOIs responded to within timescales | 93.75% | ↑ | ↑ | May 2017 |
| CORP (CC) 10 Members enquiries responded to within timescales | 94.39% | ↑ | ↓ | May 2017 |
| CORP (CC) 11 MPs enquiries responded to within timescales | 88.67% | ↑ | ↓ | May 2017 |
| CORP (CC) 12NEW Total Complaints Stage 1 | 26 | ↓ | ↑ | May 2017 |
| CORP (CC) 13ANEW Total Complaints Stage 2 | 0 | ↓ | ↓ | May 2017 |
| CORP (CC) 14ANEW Number of FOIs | 128 | ↑ | ↓ | May 2017 |
| CORP (CC) 15NEW Number of Members enquiries | 303 | ↓ | ↓ | May 2017 |
| CORP (CC) 16NEW Number of MPs enquiries | 150 | ↓ | ↓ | May 2017 |

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Appendix B – List of 2017/18 S&R Committee KPIs**Asset Management & Capital Delivery**

SC RES 19 Planned Maintenance Statutory Inspections

Customer Care

CORP (CC) 08 Complaints responded to within timescales

CORP (CC) 09 FOIs responded to within timescales

CORP (CC) 10 Members enquiries responded to within timescales

CORP (CC) 11 MPs enquiries responded to within timescales

Customer Services

CEX PCS (CS) 21 % of overall calls answered

CEX PCS (CS) 22 % of social services calls answered

CEX PCS (CS) 23 % of revenue & benefits calls answered

CEX PCS (CS) 24A Channel shift: web

CEX PCS (CS) 24B Channel shift: telephone

CEX PCS (CS) 24C Channel shift: face to face

CEX PCS (CS) 01 % Calls resolution at first point of contact

Finance

RES FIN (AP) 01 Accounts Payable - % undisputed invoices paid within 30 days

RES FIN (AR) 05 Accounts Receivable - % due debt collected

HR

RES HRS (HR) 02 Time Taken To Fill Posts

RES HRS (HR) 04 Number of emergency payments made to staff

RES HRS (HR) 05 New Capability Performance Cases

RES HRS (HR) 06 Number of Employment Tribunals

ICT

RES ICT (PI) 11 Availability of Core Networks

RES ICT (PI) 12 Availability Of Core Web Systems

RES ICT (PI) 13 Availability of core email services

RES ICT (PI) 14 Availability of core Modern Desktop servers

Public Health

PEO PHT (PH) 02 % of New Birth Visits in timescales

PEO PHT (PH) 10 % Children Obese at Reception

PEO PHT (PH) 11 % Children Obese at Year 6

PEO PHT (PH) 12 % Practice's total eligible population invited annually

PEO PHT (PH) 16 % Practice's total eligible population attending annually

PEO PHT (PH) 09 Opiate Users - Number of Successful Completions (1.2 DOMES measure)

PEO PHT (PH) 06 Chlamydia screening - positive diagnosis rate per 100,000

PEO PHT (PH) 05 HIV late diagnosis rate (%)

PEO PHT (PH) 07 % of clients who have not received a Hepatitis C test - all clients

PEO PHT (PH) 17 % of clients who have not received a Hepatitis C test - new clients

PEO PHT (PH) 15 Alcohol Users - Number of Successful Completions

Safer Sutton Partnership Service

PI SSP 06 Repeat victimisation domestic violence incidents to MARAC (%)

EHR SSC EP 01 Number of calls or contacts to the council regarding Emergency Planning

EHR SSC EP 02 Number of Emergency Planning callouts during the period

PI SSP 07 Number of reported domestic violence offences

PI SSP 11 Number of ASB Calls to Police

PI SSP 12 Number of frontline staff trained on Prevent

Appendix C - Recommended Capital Budget Adjustments

| Directorate | Scheme No | Scheme | 2017/18 £ | 2018/19 £ | 2019/20 £ | 2020/21 £ | NET CHANGE £ | |
|---|-----------|--|------------------|------------------|----------------|-----------------|--------------------|---|
| Rephasing and Virements of Capital Expenditure | | | | | | | | |
| EH & R | E018 | Mandatory Disabled Facilities Grant | -809,000 | 809,000 | | | 0 | Rephase £809k expenditure due to length of eligibility assessment process |
| RES | R013 | ICT Desktop Refresh | 355,000 | -355,000 | | | 0 | Expenditure brought forward to fund Desktop Refresh in Sutton, storage replacement and data centre switch replacement. |
| Sub total | | | -454,000 | 454,000 | 0 | 0 | 0 | |
| New Resources into the Programme | | | | | | | | |
| PEOPLE | L011 | Devolved Formula Grant | 209,000 | | | | 209,000 | New grant confirmed allocation 2017/18 of £209k added to forecast |
| PEOPLE | L112 | Capital Maintenance Grant | -306,000 | -552,000 | -552,000 | -552,000 | -1,962,000 | Capital budget reduced to reflect confirmed schools maintenance grant allocation for 2017-18. Grant reduced by £306k from £1.452m to £1.146m. Future years budget adjusted down to reflect further anticipated grant reduction from £1.146m to £900k per annum. |
| PEOPLE | L138 | Early Years Grant | 181,000 | | | | 181,000 | LBS funded budget provision for new nursery building at Stanley Park Infants. This meets match funding requirement of £181K required for the scheme to be funded through S106 received towards nursery education expenditure. |
| RES | R168 | Solar Power PV Roof Installation | 14,000 | | | | 14,000 | Additional budget required of £14K for additional health and safety works which will be funded by revenue savings from the scheme |
| RES | R162 | Civic Offices Upgrade and re-equipment | -364,000 | | | | -364,000 | Reduction in planned refurbishment works to Civic toilets |
| EH & R | NEW | Estate Regeneration Programme | 295,000 | 292,000 | 234,000 | 121,000 | 942,000 | Expenditure funded by new GLA Grant for Estate Regeneration |
| EH & R | E018 | Mandatory Disabled Facilities Grant | 122,000 | 122,000 | 122,000 | 122,000 | 488,000 | Increase in budget of £122k funded by an increase in Mandatory Disabled Facilities Grant. |
| PEOPLE | E242 | Libraries Services - Hardware and Software | 211,000 | | | | 211,000 | Additional Costs for Public Access Upgrade funded by reserves |
| EH & R | C130-C133 | LA New Build | -1,303,000 | 3,799,000 | 859,000 | 0 | 3,355,000 | LA New Build project profiles amended and revised funding agreed to the latest business model |
| EH & R | NEW | Property Acquisition Programme - HRA | 2,600,000 | 2,300,000 | | | 4,900,000 | Property Acquisition Programme agreed by HEB Committee 13 June 17. |
| EH & R | NEW | Property Acquisition Programme - GF | 3,300,000 | 3,000,000 | | | 6,300,000 | Property Acquisition Programme agreed by HEB Committee 13 June 17. |
| EH & R | C100-C110 | Decent Homes | | -3,400,000 | | | -3,400,000 | Transfer of budget for works to housing stock into Property Acquisition Programme agreed by HEB Committee 13 June 17. |
| EH & R | C003 | Temporary Accommodation | -4,400,000 | | | | -4,400,000 | Transfer of temporary accommodation scheme budget into Property Acquisition Programme agreed by HEB Committee 13 June 17. |
| EH & R | NEW | Essential Highways Maintenance Programme | 762,000 | | | | 762,000 | Capital element of proposed programme recommended to S&R Committee 17 July 2017 |
| Sub total | | | 1,321,000 | 5,561,000 | 663,000 | -309,000 | 7,236,000 | |
| Total Adjustments | | | 867,000 | 6,015,000 | 663,000 | -309,000 | 7,236,000 | |

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