

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:**           **CABINET**

**DATE:**               **TUESDAY, 18 DECEMBER 2012**

**REPORT BY:**       **CHIEF EXECUTIVE**

**SUBJECT:**           **QUARTER 2 PERFORMANCE REPORT**

**1.00**   **PURPOSE OF REPORT**

1.01    To receive: -

- the 2012/13 Quarter 2 service performance reports produced at Divisional level for the period July to September 2012;
- the mid year update of the Improvement Plan including the 3 additional priorities of the Administration; and
- the mid year update of the Strategic Assessment of Risks and Challenges (SARC) .

1.02    To note the following: -

- the levels of progress and confidence for the Council's Improvement Priorities;
- the update on the Strategic Assessment of Risks and Challenges (SARC);
- the progress being made against the Improvement Target Action Plans;
- the progress made against the key actions from service plans; and
- the assessment of any regulatory reports.

**2.00**   **BACKGROUND**

2.01    The quarterly performance reports seek to provide the 'narrative' explanation of the statistical quarterly performance. These reports are a review of service plans.

**3.00**   **CONSIDERATIONS**

3.01    Quarterly performance reports are prepared by the Heads of Service within the three Directorates and by the Corporate Heads of Service.

- 3.02 Copies of the detailed Quarter 2 (July – September 2012) performance reports and full SARC are available in the Member’s Library and on request. Members will receive respective reports when circulated with Overview and Scrutiny Committee agendas.
- 3.03 Appendix 1a of the report contains an overall RAG status for each of the 10 Council Priorities and identifies the RAG status for the 66 secondary priorities for both ‘progress’ and ‘outcome’. Appendix 1b is the Improvement Plan in full, showing the detail or progress achieved and future actions to be undertaken. In addition information detailing the 3 new secondary leadership priorities has been included for:
- Ref. 6.12: Extend and enhance the type of education, employment and training (EET) opportunities available for young people
  - Ref. 6.13: A plan for Social Enterprise and Co-Operatives in Flintshire
  - Ref. 9.9: Support for and development of a range of community events from high profile international events to locally organised events.

These are also attached separately as Appendix 1c.

- 3.04 The secondary priorities have high level actions, milestones and targets which can be monitored over time. ‘Progress’ monitors progress against scheduled activity and has been categorised as follows: -
- RED: Limited Progress – delay in scheduled activity; not on track
  - AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track
  - GREEN: Good Progress – activities completed on schedule, on track

A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the ‘outcome(s)’ for each secondary priority. Outcome has been categorised as: -

- RED: Low – lower level of confidence in the achievement of the outcome(s)
  - AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)
  - GREEN: High – full confidence in the achievement of the outcome(s)
- 3.05 In summary our overall assessment against the 66 secondary

priorities is: -

#### PROGRESS

- We are making good (green) progress in 35 (53%) of the priorities.
- We are making satisfactory (amber) progress in 31 (47%) of the priorities.

#### OUTCOME

- We have a high (green) level of confidence in the achievement of 47 (71%) of our priority outcomes.
- We have a medium (amber) level of confidence in the achievement of 19 (29%) of our priority outcomes.

#### 3.06 **Improvement Targets**

Appendix 2 of the report contains a schedule of all the Improvement Targets which are reported on a quarterly basis.

3.07 Reporting against the Improvement Target Action Plans is also included within the performance reports.

3.08 Analysis of performance against the Improvement Targets is undertaken using the RAG (Red, Amber, Green) status. This is defined as follows: -

- RED equates to a position or forecast position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.
- AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.
- GREEN equates to a position or forecast position of positive trend on performance, meeting target and achieving action milestones.

3.09 Analysis was undertaken for 22 of the 23 Improvement Targets reported quarterly, which showed the following: -

- 10 (45%) had achieved a green RAG status
- 11 (50%) had an amber RAG status
- 1 (5%) had a red RAG status

3.10 The indicator which showed a red RAG status was (CFH/006) The percentage of undisputed invoices which were paid in 30 days – outturn figure 87.8%, target 95%.

Q2 (78.8%) fell short of target (95%) and downturned on Q1 (86.5%). This was predominantly due to late processing of external files from key suppliers that make up approximately 18% of all invoices paid. As these invoices are processed upon receipt of the electronic file from the suppliers usually 100% of these invoices are paid on time. Unfortunately a technical problem resulted in these invoices being paid after the due date. Actions have been put in place to ensure that this does not re-occur. If these invoices had been paid on time Q2 performance would have been 88.0%. Implementation of the computerised procurement and invoicing systems will further improve performance.

3.11 A further analysis of the Improvement Targets has been undertaken which examines the number of indicators for which performance had improved when compared to the previous quarter and the number that achieved target: -

- 12 (52%) improved on the previous period's performance
- 2 (9%) maintained performance which remained at 100%
- 10 (45%) achieved or exceeded target

3.12 **Strategic Assessment of Risks & Challenges**

Each quarterly performance report contains an update of the relevant strategic risk and challenges.

3.13 Analysis of the quarter 2 SARC's shows: -

- 7 (15%) are high (red)
- 32 (70%) are medium (amber)
- 7 (15%) are low (green)

Currently there are three SARC's which are being reviewed to take account of the impacts from the Welfare Reform Act. For quarter 2 these have not been assessed and therefore are not included in the above analysis: -

- CL04 Affordable Housing
- CD12a Housing Strategy
- CD12d Homelessness

SARC CD03 Transition from UDP to LDP is being reviewed to reflect that we are now clearer (following adoption of the UDP) when work on the LDP can be completed by. Although this has been assessed and assigned a RAG status, a SARC template is currently being developed.

3.14 Further analysis of the risks where the RAG status has not changed since the previous quarter (i.e. increased / decreased / or no change)

can be summarised as follows.

**Key**



Increasing Risk - mitigating actions have not been completed to timescale and/or the predictive amber/green RAG status has not been achieved by the notified date, or an increased risk as a result of a change in risk circumstance.



No Change – mitigating actions are being progressed but no change has been effected to the overall risk.



Decreasing Risk - mitigating actions have been completed in advance or to timescale and/or the predictive amber/green RAG status has been achieved, or a decreased risk as a result of a change in risk circumstance.

In total 5 (11%) SARC risks increased, 5 (11%) decreased and the remaining 36 (78%) maintained the same level. The risks that increased are as follows: -

- CL07 - Relationship with the Local Health Board and Public and Primary Health
- CD02 Streetscene
- CD03 Transition from UDP to LDP
- CD08 – Connah’s Quay, Shotton & Deeside Housing Renewal Area
- CD10c – Play Strategy (identified as a red risk at quarter 2)

3.15 The 7 high (red) risks are: -

- CL07 - Relationship with the Local Health Board and Public and Primary Health
- CD08 – Connah’s Quay, Shotton & Deeside Housing Renewal Area
- CD10a – Leisure Revenue Funding
- CD10c – Play Strategy (identified as a red risk at quarter 2)
- CD20 – School Buildings / School Modernisation
- CD38 – Welfare Reform
- CG23 – Data Protection

**CL07 – Relationship with the Local Health Board and Public and Primary Health**

This SARC has been assessed as ‘Red’ and the Green Predictive

marked “uncertain” until the outcome of the Betsi Cadwaladr University consultation on the changes to community services is known. The Board is due to receive final proposals in January 2013. The current budget pressures within the Board may have unplanned interim impacts on joint working and funding responsibilities.

#### **CD08 – Connah’s Quay, Shotton & Deeside Housing Renewal Area**

The specific capital grant for renewal areas is due to end in 2013/14 and the private sector Housing Renewal Capital Programme has been cut but £200,000 for 2013/14. The Housing Service continues to seek opportunities for the introduction of private finance into the scheme. A longer term aspiration is to introduce private finance from lending institutions. However, this relies on using the value of the Council’s loan book as security and therefore this is unlikely to be achieved in the near future.

#### **CD10a – Leisure Revenue Funding**

There is currently a projected in-year Leisure Services’ deficit of £425k. The reasoning for the deficit has been reported in full to both Cabinet and Overview and Scrutiny. An action plan is being developed and implemented to manage the situation and to control the in-year deficit.

#### **CD12c – Play Strategy**

The grant funding regime Families First has replaced Cymorth as the vehicle to deliver the Welsh Government’s Child Poverty Strategy. Flintshire County Council was successful in bidding to deliver ‘Play opportunities for fun and development’ and will receive a grant of £80,588 for 2013/14 (a reduction of £52,892 on 2011/12). The reduction in the award will impact on the delivery of the 2013 Summer Play Scheme programme, the ‘Buddy Scheme’ for children with disabilities, CSSIW registered adventure playgrounds and other all-year round community play work provision. The Council is protecting its core funding for summer play schemes and in partnership with the co-funding town and community councils will still offer an extensive programme.

#### **CD20 – School Buildings / School Modernisation**

Despite previous increases in the repair and maintenance budget, a significant backlog will remain for the foreseeable future. Pressure on the repair and maintenance budget will increase with the reduction in spend to the economic climate. Actions to mitigate the risks are progressing, however this is a long term risk and will take many years to address. Initial consultation on school modernisation is complete in accordance with the agreed timeline and further consultations on the preferred options will take place in November.

#### **CD38 – Welfare Reform**

Welfare Reform remains a red (high) risk. This reflects emerging

risks. There is now a full project plan with resourcing in place. A programme board with a wide membership is well established and there is a full and wide ranging action plan in place to advise and support vulnerable groups, to prepare for the impacts on services, and to work with national agencies to influence the planning of the proposed changes.

### **CG23 – Data Protection**

The risk of a breach of the Data Protection Act by the Council is identified as a red risk in SARC as with many public bodies. An action plan to improve management control through role definition and training, and support systems, is in development.

## **4.00 RECOMMENDATIONS**

4.01 That Cabinet consider the following and recommend any specific issues which may require management action and / or referral to the appropriate Overview and Scrutiny Committees for consideration: -

- 2012/13 quarter 2 performance reports,
- Improvement Plan mid year position
- SARC mid year position

4.02 To note the following within the performance reports: -

- the level of confidence that the outcomes of the Council's Improvement Priorities will be achieved and the progress being made towards them;
- the update of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports;
- the progress being made against the Improvement Target Action Plans contained within the performance reports';
- the progress made against the service plan; and
- the assessment of any regulatory reports in relation to the work of the service.

## **5.00 FINANCIAL IMPLICATIONS**

5.01 All financial implications are identified within the individual performance reports.

## **6.00 ANTI POVERTY IMPACT**

6.01 There are no specific anti-poverty implications within this report.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications within this report.

**8.00 EQUALITIES IMPACT**

8.01 There are no specific equality implications within this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 There are no specific personnel implications within this report.

**10.00 CONSULTATION REQUIRED**

10.01 Overview & Scrutiny committees receive their relevant quarterly reports as part of their regular considerations.

**11.00 CONSULTATION UNDERTAKEN**

11.01 All Directorates have been consulted with regarding the reporting of relevant information.

**12.00 APPENDICES – (to follow)**

Appendix 1a – Overall Assessment of Improvement Priorities

Appendix 1b – Improvement Plan

Appendix 1c – Improvement Priorities 6.12, 6.13, 9.9

Appendix 2 – Schedule of Improvement Target Performance Data

Appendix 3 – Strategic Assessment of Risks & Challenges Summary

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985**  
**BACKGROUND DOCUMENTS**

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