

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **EXECUTIVE**

DATE: **27 MARCH 2012**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **QUARTER 3 PERFORMANCE REVIEW 2011/12**

1.00 PURPOSE OF REPORT

1.01 To note and consider the 2011/12 Quarter 3 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. (The reports cover the Quarter 3 period, October to December 2011).

1.02 To note the following within the performance reports: -

- The progress made against the Improvement Priorities of the Council by the individual services;
- 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

2.00 BACKGROUND

2.01 The quarterly performance reports seek to provide the reader with the 'narrative' of quarterly performance, which gives the context for overall performance. These reports are a quarterly review of service plans.

2.02 A new format for quarterly reporting has been introduced from quarter 3, following its pilot by the Housing Service during quarters 1 and 2 to improve presentation and address:

- Lengthy documents which are often time-consuming to produce
- Standardised content and logical layout
- If full SARC templates should be attached to the reports
- The incorporation of monitoring of the Improvement Priorities within quarterly performance reports
- Quarterly performance reports reflecting actual performance against the service plan

2.03 The new approach is based on exception reporting and splits the reports into 3 distinct sections: -

- **Section 1 - Foreword** – to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues should also be highlighted in this section e.g. where a new SARC has been identified.
- **Section 2 - Performance Summary** – This section contains an ‘at a glance’ tabular summary of performance for the quarter against the following: -
 - **Improvement Plan** – a summary of both RAG statuses for the progress and outcome, (as in the first mid year review).
 - **SARC** – a summary of the risk RAG status at the end of the quarter
 - **Performance Indicators** – as a minimum this section will include all (PIs) classified as Improvement Targets and those which are aligned to the Improvement Priorities for the purpose of measuring outcomes. The summary shows target and outturn performance with a RAG status and trend (comparison to the previous quarter).
 - **Improvement Target Action Plan** – this section summarises whether actions to support the achievement of Improvement Targets are ‘on track’ or ‘behind schedule’.
 - **Key Actions from the Service Plan** – summarises whether key actions / areas for improvement are ‘on track’ or ‘behind schedule’.
 - **Internal & External Regulatory Reports** – summarises regulatory work reported in the quarter and its outcomes and intended actions.
- **Section 3 - Exception Reporting** – This section details the emerging issues and areas for improvement identified in Section 1 and also any areas for improvement identified in Section 2 e.g. items which have an amber or red RAG status or are ‘behind schedule’. The detail includes the reason for the issue / poor performance and identifies actions to rectify the situation.

3.00 CONSIDERATIONS

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

- 3.02 Copies of the detailed Quarter 3 (October to December 2011) performance reports are available in the Members' Library and on request. Members receive respective reports when circulated with the Overview and Scrutiny Committee agendas.
- 3.03 Appendix 1 of the report contains an overall RAG status for each of the 10 Council Priorities and identifies the RAG status for the 63 secondary priorities for both 'progress' and 'outcome'. A full mid year review of the Improvement Priorities was reported to Executive 21 February 2012.
- 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: -
- 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 scheduled, 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 secondary priorities is: -

Progress

- We are making good (green) progress in 2- (48%) of the priorities.
- We are making satisfactory (amber) progress in 33 (52%) of the priorities.

Outcome

- We have a high (green) level of confidence in the achievement of 48 (76%) of our priority outcomes.
- We have a medium (amber) level of confidence in the achievement of 15 (24%) of our priority outcomes.

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

3.07 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.

3.08 **Improvement Targets**

Analysis of 33 of the 34 Improvement Targets reported quarterly showed the following: -

- 20 (61%) achieved a green RAG status
- 12 (36%) achieved an amber RAG status
- 1 (3%) achieved a red RAG status (HLS/010c – detailed below in 3.09)

It was not appropriate to analyse the percentage of children looked after during the period with a Personal Education Plan within 20 school days of entering care or joining a new school (SCC/024) as none were due during the quarter.

3.09 **(HLS/010c) The average number of calendar days taken to complete non-urgent repairs** - Outturn figure 62.37 days, target 35 days

- Whilst there has been an improvement in this category of repairs this quarter the outturn is affected by the backlog of repairs. The table below shows that if the backlog of repairs is split from the day to day repairs then new work is being done well below the target of 35 days.

Year to Date (1 April 2011 to 4 January 2012)			
Repairs	No. Jobs	Total Days	Average Days
Backlog	2,368	410,926.37	173.53
Day to Day	5,242	81,168.94	15.48

Over recent years an in-house team have been deployed to carry out part of the capital works programme kitchen replacement scheme as a way to generate additional income

for the trading account without over spending the client account budgets. This has been the case again this financial year and the dedicated team has now completed their allocation of the capital kitchen replacement scheme. This team will now be focusing solely on the backlog of repairs. The team leader responsible for this team has been provided with reports on the backlog and will be required to provide a weekly update on progress. The other team leaders in responsive repairs have now been tasked to focus on the other areas i.e. urgent, emergency and non-urgent to ensure that all new work is being completed within the target times. This will ensure that the targets are met for new works received and also ensure that the backlog, determined at a point in time, is not added to.

Strategic Assessment of Risks and Challenges

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

3.11 Analysis of the Quarter 3 SARC shows that out of the 48 risks currently identified: -

- 2 (4%) are high (red)
- 39 (81%) are medium (amber)
- 6 (13%) are low (green)

Three additional risks (CL12 Skills Needs of Employers, CD03 Transition from UDP to LDP and CG08 ICT Strategy) have been mitigated to low (green) during the quarter. Further detail on the high (red) risks can be found at 3.12. A revised SARC summary position of the present Red, Amber and Green status for all of the reported strategic risks and challenges is provided at Appendix 3.

3.12 The high (red) risks are:-

CD10a Leisure - Revenue Funding

Current funding levels for Leisure Services do not support the Leisure Strategy's 3 key Strategic Priorities.

The 2011/12 Mid-Year SARC Review projected an in-year Leisure Services' overspend of £180k. In addition, the Leisure Services' revenue budget will absorb £55k costs as the result of an industrial tribunal. The revised in-year overspend is now projected to be £215k rather than £235k, with Leisure Services offsetting some of the deficit through increased income generation.

CD20 School Buildings/ School Modernisation

Condition, suitability and sufficiency of education assets.

School Modernisation - Consultation on a new phase of area reviews

has re-commenced in accordance with the timeline agreed by the County Council in August 2011. A second round of consultation will be carried out in late summer. After this, Councillors will be asked to consider whether a single option for each of the areas should be pursued to the statutory stage.

School Buildings - Historical mismatch of asset management plan to capital programme and changing demographics impact on supply of school places and suitability of education assets. Despite 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 spending due to the economic climate.

Actions to mitigate the risks are progressing, however this is a long term risk and will take many years to mitigate, therefore the risk status has been evaluated as high (red).

4.00 RECOMMENDATIONS

4.01 That Executive consider the 2011/12 Quarter 3 Performance Reports and recommend any specific issues which may require management action and/or referral to the appropriate Overview and Scrutiny Committees for consideration.

4.02 To note the following within the performance reports: -

- the progress made against the Improvement Priorities of the Council by the individual services;
- the update of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports;
- the progress 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 with regard 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 equalities 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 quarterly reports for all relevant indicators 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

12.01 Appendix 1 - Overall Assessment of the Improvement Priorities

12.02 Appendix 2 - Schedule of Improvement Target Data

12.03 Appendix 3 - Strategic Assessment of Risks and Challenges Red, Amber, Green Summary

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

None.

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