

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 12 JUNE 2012**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **2011/12 QUARTER 4 AND YEAR END SERVICE
PERFORMANCE REPORTS**

1.00 PURPOSE OF REPORT

- 1.01 To note and consider the 2010/11 Quarter 4 / Year End service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. (The reports cover the Quarter 4 period (January to March 2011) and contain a summary of the year end position).
- 1.02 To note the draft year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 1.03 To note the progress made against the Improvement Target Action Plans and actual performance outturns against the targets as contained within the performance reports.

2.00 BACKGROUND

- 2.01 The quarterly performance / year end reports seek to provide the 'narrative' explanation of the statistical quarterly performance and year end summary. These reports are a review of service plans.

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 4 (January to March 2011) / Year End performance reports are available in the Members' Library and on request. Members will receive respective reports when circulated with the Overview and Scrutiny Committee agendas.
- 3.03 This covering report gives a limited analysis of performance in respect of the Improvement Targets and the SARC. A performance overview for the year will be presented to Cabinet in July which will include performance against our Improvement Priorities and Outcome Agreement.

3.04 **Improvement Targets**

Appendix 1 of the report contains a schedule of all the Improvement Targets with analysis of the year end performance on targets and trend (comparison with the previous year's performance). The Improvement Targets incorporate the revised list of Improvement Targets endorsed by Executive 18 January 2011, following the target setting work undertaken mid way through Quarter 3.

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

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

- RED equates to non-achievement of target
- AMBER equates to target has been missed but within acceptable levels
- GREEN equates to target achieved.

3.07 Analysis could be undertaken for 45 of the 48 Improvement Targets, which showed the following:

- 25 (56%) had achieved a green RAG status
- 17 (38%) had an amber RAG status
- 3 (7%) had a red RAG status

Of the 3 Improvement Targets which could not be analysed, data had not been reported for REM3 (the percentage of employees receiving an annual appraisal with Individual Development Plan) and IA4.2L3 (Develop targets for increasing satisfaction levels by 5% per year over baseline overall satisfaction rate of 78% identified in 2009/10). A target had not been set for IA3.2L1 (the percentage of void properties achieving zero defects on work undertaken). This PI is not being collected for 2012/13 onward.

3.08 The indicators which did not achieve target and therefore show as a red RAG status are:

SCC/042b - the average time taken to complete initial assessments that took longer than 7 working days to complete (target 10.5 days)

Initial assessments are undertaken when a referral is received by Social Services. Overall this year, 90.2 % of initial assessments were completed within the statutory timescale of 7 days. However a few of the initial assessments that took longer than 7 days did not meet the ambitious target the Authority set itself of completing the assessments in 10.5 days.

Initial assessments being completed outside of the statutory timescales of 7 working days can arise for a number of reasons, such as capacity within the Duty and Assessment Team or the need to conduct assessments at the service users' pace and to act in the best interests of the child. Where capacity is an issue, referrals are prioritised according to need. Low level referrals that cannot be allocated immediately are regularly reviewed until such time as they can be allocated or closed. Capacity issues are being addressed.

Nationally, Flintshire's performance is consistently better than the All Wales average.

3.09 ***SCC/044b – the average number of days spent out of school on fixed term exclusions for children looked after who were excluded during the previous academic year (target 4 days)***

In total 3 pupils spent 46.5 days out of school on fixed term exclusions giving an average of 15.5 days which significantly exceeded the target of 4 days. Setting a target for this performance indicator can be very difficult as performance is very much dependent on the cohort of children. 1 pupil spent a total of 37 days out of school on fixed term exclusion which had a significant impact on the average.

3.10 ***HLS/010c - The average number of calendar days taken to complete non-urgent repairs (target 35 days)***

Housing repairs are classed as either emergency, urgent or non-urgent. Repairs carried out under the categories of emergency and urgent during 2011/12 both met target. However, whilst there has been significant improvement in the non-urgent repairs during quarter 4 of 2011/12 the outturn is still affected by the historic backlog of repairs. If the backlog did not exist the average number of calendar days taken to complete a repair in the non-urgent category would be 10.96 days.

Over recent years an in-house team have been deployed to carry out part of the capital works programme kitchen replacement scheme. This team has now completed their allocation of work in relation to the programme and will now be asked to focus solely on the backlog of repairs. As the backlog is addressed the performance for this performance indicator will improve.

3.11 A further analysis of the Improvement Targets for the year ended 2011/12 has been undertaken which examines the number of indicators for which performance had improved when compared to 2010/11:

- 34 (74%) improved on the previous year's performance
- 11 (24%) downturned on the previous year's performance

- 1 (2%) remained the same

3.12 **Strategic Assessment of Risks and Challenges**

Each quarterly performance report contains an update of each of the relevant strategic risks and challenges. This update has been provided by each of the lead responsible officers and is available for comment and review.

3.13 A draft revised SARC summary position of the present Red (high risk), Amber (medium risk) and Green (low risk) status for all of the reported strategic risks and challenges is provided at Appendix 2.

3.14 Analysis of the draft Quarter 4/Year End SARC RAG status shows that out of the 51 risks currently reported against: -

- 4 (8%) Red
- 41 (80%) Amber
- 6 (12%) Green

3.15 The 4 high (red) risks are :-

- CD10a – Leisure Revenue Funding
- CD20 – School Buildings / School Modernisation
- CD38 – Welfare Reform
- CG23 – Data Protection

Both CD38 and CG23 are newly emerging risks identified in quarter 4.

3.16 **CD10a – Leisure – Strategy Review**

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

The in-year deficit for Leisure Services in 2011/12 is projected to be £406,000. The short term disruption to service caused by the developments at Deeside and Flint has reduced income. However as these developments are completed and the new facilities become fully operational they are having a positive impact on revenue. Total Leisure Services' income increased by 6.13% in 2011/12 compared to 2010/11, helped by strong growth in Fitness income which grew by 79%. A budget challenge process has commenced to address the budget deficit. This risk will remain red (high) due to the financial implications.

3.17 **CD20 School/Buildings/School Modernisation - Condition, suitability and sufficiency of education assets**

Following a series of workshops held for all Councillors, in accordance with the timeline agreed by the County Council in August 2011, a new phase of area review consultations have been conducted in the areas

of Buckley/Mynydd Isa/Mold, Queensferry/Shotton/Connah's Quay and Holywell.

The responses to the first round of consultations were received by 27 April, and Councillors will consider the responses received during early summer.

A second round of consultation will begin in late summer after which Councillors will be asked if they wish to pursue a single option for each area to the statutory stage. This area of work carries a very high profile for the Council and has therefore been evaluated as high (red)

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 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 address, therefore the risk status has been evaluated as high (red).

3.18 CD38 Welfare Reform – changes resulting from the Welfare Reform Act

The Welfare Reform Act when fully implemented will see the introduction of Universal Credit to provide a single streamlined benefit that will ensure that work pays. It will feature a stronger approach to reducing fraud and error with tough penalties for the most serious offences. It will reform disability living allowance and create a fairer approach to Housing Benefit and support changes to a new system of child support.

In preparation for this the Council is:

- Mitigating the effects and actively supporting the implementation of the changes resulting from the Welfare Reform Act.
- Understanding the implications of the Reform upon our communities so that we can respond to local priorities.
- Accessing key people in other agencies to support the implementation of the reform.
- Prioritising spending on those with the greatest need.

This is a newly identified risk with many interdependencies for Flintshire and its Partners.

3.19 CG23 Data Protection

The Council being in breach of the Data Protection Act resulting in enforcement action by the Information Commissioner's office,

including the imposition of financial penalties and adverse publicity.

In preparation for this the Council is minimising the potential for:

- financial penalties of any significant breach of the Data Protection Act.
- negative publicity of any significant breach of the Data Protection Act.
- the damage and harm caused of any significant breach of the Data Protection Act

by ensuring that:

- service areas regularly processing personal information have included Data Protection breach as a service risk in their service plans.
- staff processing personal information have received appropriate training.
- training is given to Members on their Data Protection responsibilities.
- a register is maintained of all Data Protection complaints.
- news items are regularly distributed on the Infonet and to Heads of Service as a reminder of the importance of complying with Data Protection.

The Information Commissioner's Office are undertaking a voluntary audit in early 2013. Their report should identify further actions to reduce the risk.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet consider the 2011/12 Quarter 4/Year End 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 draft year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 4.03 To note the progress made against the Improvement Target Action Plans and actual performance outturns against the targets as contained within the performance reports.

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 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 - Schedule of Improvement Target Data

12.02 Appendix 2 – Draft Strategic Assessment of Risks and Challenges (Red, Amber, Green) Summary

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

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