

PRINCIPAL SCRUTINY COMMITTEE - 10 JANUARY 2005

CABINET - 19 JANUARY 2005

THIRD QUARTER PERFORMANCE MONITORING

REPORT OF CHIEF EXECUTIVE

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RECENT REFERENCES:

CAB 851 – Business Plans 2004/05 (Cabinet 31 March 2004)

CAB 908 – Modernisation and Improvement Plan – 2004/05 First Quarter Monitor
(Cabinet 5 July 2004)

CAB 964 Modernisation and Improvement Plan – 2004/05 Second Quarter Monitor
(Cabinet 17 November 2004)

CAB 921 – Corporate Priorities - First Quarter Monitoring 2004/05

CAB 964 – Corporate Priorities - Second Quarter Monitoring 2004/05

EXECUTIVE SUMMARY:

This report provides information about progress made by the end of the third quarter of 2004/05 to achieve actions to deliver

- the Council's corporate priorities, as agreed by Council in October 2003 (at Appendix 1);
- the actions set out in the Modernisation and Improvement Plan, which responds to points raised in the Comprehensive Performance Assessment (at Appendix 2).

The Council's Performance Plan sets out the full set of actions to be implemented during the three year period of the Corporate priorities. Departmental business plans incorporate individual actions for this year.

Looking at the broader picture presented in respect of the corporate priorities, progress noted in the first and second quarters has declined slightly. A total of 8 actions has been completed while 20 are progressing towards completion according to plan. There is uncertainty about 3 actions while 10 have failed to meet set targets.

Targets in the Modernisation and Improvement Plan have been achieved in 6 cases and are on course to be achieved in 37 cases in the third quarter. There is uncertainty in 7 cases and at present 3 actions are unlikely to be successfully completed.

RECOMMENDATIONS:

- 1 That progress on the delivery of actions set out in the Council's corporate priorities and Modernisation and Improvement Plan be noted.
- 2 That Cabinet identifies any areas where further information or action is required.
- 3 That Principal Scrutiny identifies any areas where further information to be provided.

PRINCIPAL SCRUTINY COMMITTEE - 10 JANUARY 2005CABINET - 19 JANUARY 2005THIRD QUARTER PERFORMANCE MONITORINGReport of Chief Executive1 Introduction

- 1.1 The Council agreed its corporate priorities for 2004/05 in October 2003. The Modernisation and Improvement Plan was agreed by Council in April 2004. The 2004 Performance Plan and department business plans elaborated individual actions to achieve the improvements identified.
- 1.2 This report identifies progress achieved towards the agreed improvements during the third quarter of 2004/05.
- 1.3 More detailed monitoring of progress against Business Plan targets will be discussed with relevant Portfolio Holders and scrutinised by Performance Improvement Committees.

2 Third Quarter Progress - Strategic Priorities

- 2.1 In general, encouraging progress continues to be made towards achieving the improvements identified in the Council's corporate priorities, as detailed in Appendix 1.
- 2.2 Of the 41 actions being monitored, 8 have been completed, 20 are on track, 3 are uncertain to be achieved by the agreed date and 10 have failed to meet the target set. These are:
- (i) Development of written working protocols (due April, no revised date set)
 - (ii) Communications Strategy and action plan (due May 2004, revised target January 2005)
 - (iii) Job Descriptions for Portfolio Holders (due June 2004, revised target February 2005)
 - (iv) Corporate policy for the protection of young children (due September 2004, revised target March 2005)
 - (v) Protocol for working with Parish & Town Councils (due October 2004, no revised target set)
 - (vi) Review of scrutiny (due December 2004, revised target April 2005)
 - (vii) Review implementation and impact of consultation strategy (due December 2004, no revised date set)
 - (viii) Review of district wide partnerships (due December 2004, no revised date set)
 - (ix) Secure liP re-accreditation (due December 2004, revised target March 2005)
 - (x) Revise corporate Procurement Strategy (due December 2004, no revised date set)

3 Third Quarter Progress - Modernisation and Improvement Plan

- 3.1 Strategic monitoring information for the third quarter is set out in Appendix 2.
- 3.2 Out of the 57 targets being monitored, information is still awaited on four, six have been signed off as completed, 37 are shown as on track, seven are uncertain to be achieved and three are not on target. These are as follows:

- (i) Review of potential for staff to home work
- (ii) Development of the 'It's OK to Ask' website
- (iii) Preparation of base line data for non-use of cultural and recreational opportunities

4 Conclusion

- 4.1 Although progress against targets and objectives can be tracked from the information in Appendices 1 and 2, one of the key elements of performance monitoring is the setting of SMART (**S**pecific, **M**easurable, **A**greed, **R**ealistic, **T**imely) targets with firm timescales attached. This enables a clear appreciation of what is to be achieved together with proper measures of progress. Targets for corporate monitoring have not always been SMART with the result that less stringent monitoring of these targets than might be expected has taken place. In reviewing targets for 2005/06 it is intended that this issue be addressed to improve monitoring procedures.
- 4.2 In addition, the impact on work programmes of additional task arising during the course of the year has not been effectively incorporated into those work programmes. Unexpected opportunities arise and additional pressures from unforeseen problems can occur - these should be dealt with in a managed way with appropriate adjustments being made to timetables, completion dates and so on. This has not been the situation to date such that monitoring is perhaps not as helpful as it might be in reflecting performance. It is intended, therefore, that future reporting will incorporate proper allowance for additional work which impacts on programming.

5. Relevance to the Corporate Strategy

- 5.1 This report monitors progress being made to implement the Council's agreed priorities.

6. Resource Implications

- 6.1 The budget was set to provide resources to deliver the Council's agreed priorities. There are no specific resource implications arising from the second quarter monitoring.

Background Documents

Department monitoring against Business Plan targets as reported to relevant Performance Improvement Committees

Appendices

Appendix 1 – Strategic Priorities 2004/05 – Third Quarter Monitoring

Appendix 2 - Modernisation and Improvement Plan – Third Quarter Monitoring