# Performance Review Team Guidance Notes 2012/13

## PRT Reports

PRT report(s) are produced for each Cabinet Member and completed by Service Heads with responsibility for each portfolio area as follows:

| CABINET MEMBER | PORTFOLIO AREA | SERVICE |
|---|---|---|
| Cllr Eileen Blamire (Leader) | Relations with other councils<br>Communications<br>Performance Management | Governance<br>Information Services<br>Community Engagement |
| Cllr Janice Hanson | Economic Regeneration<br>Planning | Regeneration and Planning |
| Cllr Abbott Bryning | Finance<br>Revenues and Benefits | Financial Services |
| Cllr Ron Sands | Children and Young People<br>Culture and Tourism | Community Engagement<br>Regeneration and Policy |
| Cllr Karen Leytham | Housing<br>Environmental Health<br>Emergency Planning | Health and Housing |
| Cllr David Smith | Community Safety<br>Clean and Green | Environmental Services |
| Cllr Jon Barry | Markets<br>Connecting with Communities<br>Voluntary Sector<br>Older People | Property<br>Community Engagement |
| Cllr Tim Hamilton-Cox | Climate Change<br>Property Services | Property<br>Community Engagement |

The PRT report is completed by the Service Head, setting out the **Key Work Area(s)[1]**, **Key Action(s)[2]** and **Success Measures[3]** that are relevant to each portfolio area and Corporate Priority, where appropriate. In practice, these will normally be extracted from Service Business Plans.

Progress towards the achievement of each key work area/action will be indentified through a Red/Amber/Green (RAG) system, indicating where the Service Head considers overall progress to be. For the purposes of this part of the PRT report, the RAG ratings are defined as:

| Rating | Target for delivery | Description |
|---|---|---|
| Red | Significantly behind target | We have either not achieved or do not expect to achieve what we set out to do |
| Amber | Slightly behind target | We are behind schedule but still expect to achieve what we set out to do through actions/ plans within the Service |
| Green | On target | We have either achieved/exceeded/expect to achieve what we set out to do |

---

[1]Those crucial areas of work that Service needs to focus on during the life of the business plan
[2]Those crucial actions that link directly to corporate priorities and/or underpin what the Service will do to support the council's development and effective use of resources
[3]Success measures are the meaningful outputs/targets/PI's that quantify the achievement of, or progress towards delivery

Service Heads will also set out details of Achievements realised and/or any Difficulties experienced in the quarter as well as any expected in the future. In this way, it should be possible to have a focussed discussion at the PRT meeting with Cabinet Member on progress being made and/or any actual or aniticipated problems (risks), so that action(s) can be agreed on how to address these and get delivery back on track.

**PRT Action Plans**

**Action(s) planned** as a result of the PRT meeting are set out in the PRT Action Plan against the relevant **Corporate Priority** (where appropriate) and/or **Key Work Area(s)** for each portfolio area. Progress towards completion of each agreed action at the PRT meeting will be identified by the Service Head using the following key:

 Completed     Abandoned     Not Started

 In Progress     Continuous or Multi-Year Activity

The Service Head will also set out more detailed commentary on progress being made towards completion of each action.

**Note: It is recognised that there will be a number of key programmes/projects that will be making a significant contribution to achieving corporate objectives and the delivery of key areas of work. The individual performance of these are reported to PRT meetings separately see *Programme/Project Performance and Risk* within this guidance.**

**Corporate Planning and Performance Team (CPPT)**

The PRT process is facilitated by the CPPT who will work closely with Service Heads to ensure that the PRT Reports detail the crucial areas of work and related actions and success measures that need to be considered at the PRT meetings. These will cover those that are directly linked to corporate priorities and/or underpin what the Service is doing to support the council's development and effective use of resources.

CPPT will ensure that Cabinet Members receive the completed PRT report prior to the scheduled PRT meeting and will liaise with the Service Head immediately after the meeting to compile the action plan(s) relevant to each portfolio area. Once complete a copy will be sent to the Cabinet Member which, together with the updated PRT report, will form the basis for discussion at the following and subsequent PRT meetings.

Once all PRT meetings have taken place and Action Plans compiled CPPT will prepare an overall PRT report for the Leader of the Council. This will be an amalgamation of each **Corporate Priority** and/or **Key Work Area** and/or **Programme/Project** as appropriate covering:

o All agreed actions arising from PRT meetings

o All R(ed) targets against **Success Measures** and **Programme/Project Performance and Risks**

o Any relevant commentary on **Significant Achievements and/or Difficulties**

This report will subsequently be reported to the next meeting of Budget and Performance Panel and Cabinet.

## Corporate PRT

### Councillor Eileen Blamire (Leader)

| PRT Report: Corporate PRT | | Head of Service: | |
|---|---|---|---|
| Quarter: | 4 | Date of PRT Meeting: | Virtual |

| Key Work Area(s) | Key Service Actions | Success Measure/Milestones | | Comments on Progress |
|---|---|---|---|---|
| | | Description | RAG Status | |
| **Corporate Priority: STATUTORY RESPONSIBILITIES** | | | | |
| Council Housing/Environmental Services Tenancy - empty properties | Ensure that council housing is let efficiently | Average re-let time | Red | RMS have not been able show improvement in their void repairs turn around time -  the out turn for Q4 was 49.4 days, the target is 38 days. Action plan in place. RMS remain committed to improving void repairs turn round times. |
| | | | | |
| | | | | |
| | | | | |
| **Corporate Priority: ECONOMIC REGENERATION** | | There are no key areas or actions to report with a red (significantly behind target) status | | |
| **Corporate Priority: CLIMATE CHANGE** | | There are no key areas or actions to report with a red (significantly behind target) status | | |
| **Corporate Priority: COMMUNITY LEADERSHIP & PARTNERSHIP WORKING** | | There are no key areas or actions to report with a red (significantly behind target) status | | |

## **Programme/Project Performance and Risk**

### **Performance**

Performance of individual programmes/projects is considered against time, cost and benefits.  For each of these key elements of successful programme/project delivery a R(ed)/A(mber)/G(reen) rating is provided indicating where the Lead Officer considers the programme/project to be at the end of each PRT quarter in terms of its delivery within the agreed time and cost and the realisation of stated benefits.

For the purposes of the PRT report the RAG ratings are defined as:

| Rating | Time | Cost | Benefits |
|--------|------|------|----------|
| Red | Significantly behind time | Significantly over budget | Significant action needed to realise stated benefit(s) |
| Amber | Slightly delayed | Slightly over budget | Some action needed to realise stated benefit(s) |
| Green | On target | Withing budget | On track to realise stated benefit(s) |

### **Risk**

Risk is defined as uncertainty of outcome (whether positive opportunity or negative threat) and is a major factor that must be considered during the management of the programme/project.  The task of risk management is to manage exposure to risk  - that is the likelihood of the risk occurring and the potential impact if it did.  The aim is to manage that exposure by taking action to keep exposure to an acceptable level in a cost-effective way, but some amount of risk taking is inevitable if the programme/project is to realise its benefits.

For each programme/project the matrix below is used to forecast the overall risk to the realisation of the programme/project benefits and is shown in the PRT report as a R(ed); A(mber) or G(reen) together with the risk score.  This is the `residual' risk score taking into account the controls that are already in place within the programme/project to manage the risks

| Risk Matrix | | | |
|---|---|---|---|
| **Likliehood of Occurence** HIGH | 4 | 7 | 9 |
| MEDIUM | 2 | 5 | 8 |
| LOW | 1 | 3 | 6 |
| | LOW | MEDIUM | HIGH |
| | **Impact on the Business** | | |

| | Corporate Performance Review: Action Plan | | | | |
|---|---|---|---|---|---|
| | **Leader of the Council:** Councillor Eileen Blamire | | | | |
| Quarter | | 4 | Date of PRT Meeting | | Virtual |
| Portfolio Holder | Portfolio Area | Key PRT Actions Agreed | Status | Origin | Comments on Progress |
| **Cllr Ron Sands** | Culture & Tourism – Tourism and Marketing | To arrange for an update condition survey of Williamson Park | In Progress | Qtr 3 PRT Meetings | Working closely with Property Services and Lancashire County Council to obtain building condition surveys for all buildings at Williamson Park to establish the extent of deterioration. These documents will then feed into a planned maintenance programme with a view to updating condition of buildings. Potential start date for survey July 2012. |
| | | To review the proposals for the repair of the Ashton Memorial steps | In Progress | Qtr 3 PRT Meetings | Working closely with LCC engineers in reviewing tender process for the repair works to the Ashton Memorial Steps. As we are currently coming into the summer season preferred start date for works would be September 2012. All current bookings have been informed of the current situation and the park is working with all parties to ensure there is little/no disruption to weddings, events and other bookings. |
| **Cllr Hamilton-Cox** | Climate Change – Renewable energy options | Investigate installation of biomass boiler in Williamson Park | In Progress | Qtr 3 PRT Meetings | In the parks Asset replacement Register it has been highlighted that the main boilers will be replaced in 2015/16 assuming that there are no major problems between now and then. Williamson Park has received information about funding for Biomass boilers and that this will be taken into consideration. Work will be undertaken over the next 12 to 18 months to confirm if it is feasible to install Biomass boilers at Williamson Park, including what this would cost and the benefits. The Partnerships Officer (Sustainability) will be undertaking research during May 2012 which will further inform investigations. |
| | | Salt Ayre Sports Centre – investigate costs of replacement floodlightling with energy efficient bulbs | In Progress | Qtr 3 PRT Meetings | Report completed by the Partnerships Officer (Sustainability) on 15th February 2012 explored replacement floodlights. The report concluded that energy costs and environmental issues were insufficient to justify replacing the existing lights. |

| Portfolio Holder | Portfolio Area | Key PRT Actions Agreed | Status | Origin | Comments on Progress |
|---|---|---|---|---|---|
| **Cllr Hamilton-Cox** | Corporate Performance – to ensure that revenue income is maintained | Complete the review of St Leonard's House | In Progress | Qtr 3 PRT Meetings | Review to be completed as soon as possible and the rent owing by health occupiers to be identified. |
| | Climate Change – Invest to Save LTH Boiler Replacement | Advise on the outcome of the Lancaster TH boiler tender process | In Progress | Qtr 3 PRT Meetings | Scheme due to commence May 2012. |
| | Finance – Climate Change | Consider carry forward request for Sustainable Initiatives budget. | In Progress | Qtr 4 PRT Meetings | Carry forward requests usually only considered for committed spend. Head of Community Engagement will investigate. |
| | | Consider virement of £8k from sale of land at Barton Road/Lentworth Drive to Sustainable Initiatives budget. | In Progress | Qtr 4 PRT Meetings | Head of Community Engagement to speak to Head of Property Services about virement. |
| | Energy Efficiency – Climate Change | Prepare briefing note re pool covers – community pools. | In Progress | Qtr 4 PRT Meetings | Partnerships Officer (Sustainability) to prepare. |
| | | Prepare briefing note re Warm Homes initiative. | In Progress | Qtr 4 PRT Meetings | Partnerships Officer (Sustainability) to prepare. |
| **Cllr Eileen Blamire** | Communications | Consider good news press release regarding Williamson park – trees and energy | In Progress | Qtr 4 PRT Meetings | Assistant Head of Community Engagement (Wellbeing) to consider press release. |
| **Cllr Karen Leytham** | Housing – Council Housing (Tenancy) Re-letting | Action plan to try to reduce re-let times developed | In Progress | Qtr 3 PRT Meetings | Positive action being taken through action plan – plan to be monitored to ensure that it is effective in addressing the issue. |