

**FLINTSHIRE COUNTY COUNCIL**

**REPORT TO:**           **CABINET**

**DATE:**                   **TUESDAY, 17 JUNE 2014**

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

**SUBJECT:**           **2013/14 YEAR END IMPROVEMENT PLAN MONITORING**

**1.00 PURPOSE OF REPORT**

1.01 To receive the 2013/14 Year End Improvement Plan monitoring reports for the period 1 April 2013 to 31 March 2014.

1.02 To note the following: -

- the levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan;
- the performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

**2.00 BACKGROUND**

2.01 The Council adopted the Improvement Plan for 2013/14 in June 2013 and this is the final monitoring update for 2013/14. The information within this will inform the Annual Performance Report, a draft of which will be presented to Cabinet in September.

**3.00 CONSIDERATIONS**

3.01 This report should be read alongside our revised Improvement plan for 2014/15 to show continuity of relevant priorities, changes where significant projects are near completion e.g. Single Status, and new directions for projects e.g. Organisational Design. The new plan builds on the existing plan.

3.02 The Improvement Plan monitoring reports gives an explanation of the progress being made toward the delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

- 3.03 Individual sub-priority reports (24 in total) have been completed by the lead accountable officer. A summary of the reports has been brought together to provide a single report.
- 3.04 An overall assessment is provided which is based on the detailed reports and is shown in the table below: -

Priority / Sub-priority	Progress	Outcome
<b>Housing</b>	<b>A</b>	<b>G</b>
• Extra Care Housing	<b>A</b>	<b>G</b>
• Modern, Efficient and Adapted Homes	<b>A</b>	<b>G</b>
• Achieve the Wales Housing Quality Standard	<b>G</b>	<b>G</b>
<b>Living Well</b>	<b>A</b>	<b>A</b>
• Independent Living	<b>G</b>	<b>G</b>
• Integrated Community Social and Health Services	<b>A</b>	<b>A</b>
<b>Economy and Enterprise</b>	<b>G</b>	<b>G</b>
• Business Sector Growth in Deeside	<b>A</b>	<b>A</b>
• Town and Rural Regeneration	<b>G</b>	<b>G</b>
• Social Enterprise	<b>G</b>	<b>G</b>
<b>Skills and Learning</b>	<b>A</b>	<b>G</b>
• Modernised and High Performing Education	<b>A</b>	<b>G</b>
• Places of Modernised Learning	<b>A</b>	<b>A</b>
• Apprenticeships and Training	<b>A</b>	<b>G</b>
<b>Safe Communities</b>	<b>A</b>	<b>G</b>
• Community Safety	<b>A</b>	<b>G</b>
• Traffic and Road Management	<b>G</b>	<b>G</b>
<b>Poverty</b>	<b>A</b>	<b>A</b>
• Welfare Reform	<b>A</b>	<b>A</b>
• Fuel Poverty	<b>G</b>	<b>G</b>
<b>Environment</b>	<b>G</b>	<b>G</b>
• Transport Infrastructure and Services	<b>G</b>	<b>G</b>
• Carbon Control and Reduction	<b>G</b>	<b>G</b>
<b>Modern and Efficient Council</b>	<b>A</b>	<b>G</b>
• Organisational Change	<b>G</b>	<b>A</b>
• Matching Resources to Priorities	<b>A</b>	<b>A</b>
• Achieving Efficiency Targets	<b>A</b>	<b>A</b>
• Procurement Strategy	<b>A</b>	<b>G</b>
• Asset Strategy	<b>A</b>	<b>G</b>
• Access to Council Services	<b>G</b>	<b>G</b>
• Single Status	<b>G</b>	<b>G</b>

Appendix 1 provides a breakdown of this assessment.

3.05 Appendix 2 provides a summary against each Improvement Plan priority of the RAG status for each high level activity, measure and risk. Copies of the more detailed Year End Improvement Plan monitoring reports are available in the Member's Library and on request. Members will receive respective reports when circulated with Overview and Scrutiny Committee agendas.

3.06 **Monitoring the progress of our activities**

Each of the sub-priorities have high level activities which are 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 sub-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)

3.07 A summary of our overall progress against the high level activities is provided as follows: -

**PROGRESS**

- We are making good (green) progress in 55 (56%).
- We are making satisfactory (amber) progress in 41 (42%).
- We are making limited progress (red) in 2 (2%).

**OUTCOME**

- We have a high (green) level of confidence in the achievement of 69 (70%).
- We have a medium (amber) level of confidence in the achievement of 28 (29%).

- We have a low (red) level of confidence in the achievement of 1 (1%).

3.08 The activities which were assessed as red with explanation of why that assessment was made are as follows: -

3.08a **Reduce the fear of crime by making best use of the latest technologies including closed circuit television** (sub-priority Community Safety)

This high level activity has been assessed as 'red' for progress and 'amber' for outcome.

Following a decision by the Minister for Local Government and Communities, to withdraw support relating to a capital grant allocation of £2.4m from the regional collaboration fund, the North Wales Regional Leadership Board decided to bring the regional CCTV project to a close. Flintshire County Council established a CCTV Steering Group with the remit of reviewing its current provision, and to consider future solutions, for a local solution. In partnership with partner town councils and North Wales Police a future operating model for Flintshire is being developed for consideration in the autumn. In the interim the current network of surveillance provision continues without interruption.

3.08b **Agree, subject to funding, the first phase of our 20mph zones outside schools** (sub-priority Traffic and Road Management)

This high level activity has been assessed as 'red' for both progress outcome.

During 2013/14 the target was to have 20mph advisory zones outside 40 schools. Currently 19 of 84 schools have advisory zones. The remaining 25 are due to be completed during 2014/15. The 40 schools programmed for 2013/14 are all included in an external signage contract, tenders for which were returned in January 2014. However, there has been a delay in approval due to Welsh Government reviewing the compliance of the proposed signs with visual standards.

3.09 **Monitoring our Performance**

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

#### PERFORMANCE

- RED equates to a position of under-performance against target.
- AMBER equates to a mid-position where improvement may have been made but performance has missed the target within

an acceptable margin.

- GREEN equates to a position of positive performance against target.

3.10 Analysis of year end levels of performance is provided as follows: -

- 56 (65%) had achieved a green RAG status
- 24 (28%) had achieved an amber RAG status
- 6 (7%) had achieved a red RAG status

Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken: -

- 44 (60%) of performance measures showed improved performance;
- 20 (27%) showed performance which had downturned when compared with the previous year; and
- 9 (12%) had maintained the same level of performance.

3.11 The measures which show a red RAG status are detailed below with the issues that led to the poorer performance: -

3.11a **Number of jobs safeguarded within the DEZ** (sub-priority Business Sector Growth in Deeside)

A lower level of jobs were safeguarded during 2013/14 - 396 compared with 1,300 in the previous year and a target set of 1,400. This is a healthy sign that businesses were retaining employees, with fewer closures being announced and fewer interventions required by Welsh Government / the Council where cases of major job losses were faced.

3.11b **Reduce the percentage of surplus places in secondary schools** (sup-priority Places of Modernised Learning)

The year-end outturn was surplus places of 17.37% - a figure higher than the target of 13.99% and last year's outturn of 16.52%. This is largely due to demographic change which has had a negative effect on the surplus percentage for some secondary schools.

3.11c **Implement 20 mph advisory zones** (sub-priority Traffic and Road Management)

See paragraph 3.08b above.

3.11d **Reducing numbers of reportable road traffic collisions** (sub-

priority Traffic and Road Management)

Reportable road traffic collisions totalled 359 - 20 more than in 2012/13 and above the target of 325. Further analysis may provide information on possible mitigation measures.

3.11e **Reducing numbers of road traffic fatalities** (sub-priority Traffic and Road Management)

The number of road traffic fatalities amounted to 8 for 2013/14 - double the number for 2012/13 and above the target. Remedial measures are difficult to establish due to the random nature and variable causation factors for fatal accidents.

3.11f **Reduction in the cost per person in our offices** (sub-priority Asset Strategy)

Year-end performance was £1,233.00 - the same as for 2012/13 against a target of £1,172.18. Closure of premises and greater numbers of employees moving to agile working will have positive impacts on the overall cost base in that less accommodation will be required.

3.12 **Monitoring Risks**

Analysis of the current (net) risk levels for the strategic risks identified in the Improvement Plan is provided as follows: -

- 4 (5%) are high (red)
- 43 (50%) are medium (amber)
- 39 (45%) are low (green)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those of the previous quarter. The analysis showed that: -

- 49 (57%) of risks remained the same
- 27 (31%) of risks had reduced
- 10 (12%) of risks had increased

3.13 The high (red) risks are detailed along with the reasons that have led to this assessment as follows: -

3.13a **Maximising our joint resources with our partners** (sub-priority Modern, Efficient and Adapted Homes)

The uncertainty created by the potential review of local government as a consequence of the Public Services Commission has made

progress over possible new collaborations e.g. corporate services a significant challenge.

3.13b **Maximising funding opportunities through external programmes to invest in our urban and rural areas** (sub-priority Town and Rural Regeneration)

The Council is seeking external funding to support urban and rural regeneration. The main sources of funding are still in transition from the 2007-2013 to the 2014-2020 period, so there is reasonable certainty in planning programmes. The amount of resources available for programmes including town centre regeneration is unlikely to be sufficient to meet need and expectation for investment.

3.13c **Community attachment to current patterns of school provision** (sub-priority Places of Modernised Learning)

The current level of risk is assessed as high due to the scale and complexity of the 21<sup>st</sup> Century Schools programme, and the risk that until there are formal Ministerial decisions (awaited) on and finalised plans for the preferred options, then future delays in the programme may occur.

3.13d **Gaining political agreement to a business approach for fees and charges which may have public opposition** (sub-priority Matching Resources to Priorities)

Work is underway on a corporate and more commercial policy for fees and charges, work which has not yet come to fruition.

#### **4.00 RECOMMENDATIONS**

4.01 Cabinet Members are invited to consider the sufficiency of actions taken to manage delivery of the Improvement Priority impacts.

4.02 To note the following: -

- the levels of progress and confidence in the achievement of key activities which seek to deliver the impacts of the Improvement Plan;
- the levels of performance against improvement plan measures and the predicted level of performance for year end; and
- the current (net) risk levels and targeted risk levels for the risks identified in the Improvement Plan and the arrangements to control them.

#### **5.00 FINANCIAL IMPLICATIONS**

5.01 There are no specific financial implications for this report. However the

Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan and the monitoring will help to inform future iterations.

## **6.00 ANTI POVERTY IMPACT**

6.01 There are no specific poverty implications for this report. However poverty is a priority within the Improvement Plan and reporting against activity to protect people from poverty is included in the Improvement Plan monitoring report.

## **7.00 ENVIRONMENTAL IMPACT**

7.01 There are no specific environmental implications for this report. However the environment is a priority within the Improvement Plan and reporting against activity to improve the environment is included in the Improvement Plan monitoring report.

## **8.00 EQUALITIES IMPACT**

8.01 There are no direct equality implications for this report.

## **9.00 PERSONNEL IMPLICATIONS**

9.01 There are no direct personnel implications for this report.

## **10.00 CONSULTATION REQUIRED**

10.01 The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.

## **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** – Breakdown of overall assessment

**Appendix 2** – Improvement Plan Monitoring summary

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

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