

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **QUARTER 2 IMPROVEMENT PLAN MONITORING REPORT.**

1.00 PURPOSE OF REPORT

1.01 To receive the 2014/15 Quarter 2 Improvement Plan monitoring reports for the period July to September 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 2014/15 in June 2014. This is the second monitoring update prepared for Cabinet.

3.00 CONSIDERATIONS

3.01 The Improvement Plan monitoring reports give 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 risk and the level to which they are being controlled.

3.02 Individual sub-priority reports (22 in total) have been completed by each lead accountable officer. This report has been brought together to provide a single report for Cabinet.

3.03 Copies of the quarter 2 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.

3.04 **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 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 progress against the high level activities is: -

PROGRESS

- We are making good (green) progress in 38 (48%).
- We are making satisfactory (amber) progress in 41 (52%).
- We are making limited progress (red) in 0 (0%).

OUTCOME

- We have a high (green) level of confidence in the achievement of 63 (80%)
- We have a medium (amber) level of confidence in the achievement of 16 (20%).
- We have a low (red) level of confidence in the achievement of 0 (0%).

3.06 **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.
- GREEN equates to a position of positive performance against target.

OUTCOME

- RED equates to a forecast position of under-performance against target at year end.
- AMBER equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.
- GREEN equates to a forecast position of positive performance against target at year end.

3.07 Analysis of current levels of performance shows the following: -

- 54 (58%) had achieved a green RAG status
- 36 (39%) had achieved an amber RAG status
- 3 (3%) had achieved a red RAG status

Analysis of predicted outcome levels of performance shows the following: -

- 74 (80%) forecast a green RAG status
- 18 (19%) forecast an amber RAG status
- 1 (1%) forecast a red RAG status

3.08 The measures which showed a red RAG status for current performance are: -

3.08a **Priority: Housing (Modern, Efficient and Adapted Homes)**

Entering into a lease agreement for 10 over 55's properties.

The Over 55 lease offer has been delayed while some legal technicalities are checked, but the service will progress the first of the sign-ups in quarter 3.

3.08b **Priority: Living Well (Independent Living)**

PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people (target = 257 days).

There was only one DFG completed for children in Quarter 2; this complex adaptation was completed in 471 days.

3.08c **Priority: Modern and Efficient Council (Access to Council Services)**

CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days (performance = 58.64%).

Performance has dropped significantly across the authority with the exception of two portfolios who closely missed the target (84%). Following a review of the complaints database, unnecessary delays such as passing a complaint from one officer to another or simply not updating customers on the action taken to resolve concerns has led to delays and targets being missed. The Customer Services Team will ensure that complaints are recorded and allocated to service managers going forward and for the team to closely monitor performance daily and where a delay is envisaged to issue a holding response.

3.09 **Monitoring our risks**

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

- 4 (5%) are high (red)
- 44 (56%) are medium (amber)
- 30 (38%) are low (green)

3.10 The 4 high (red) risks are: -

3.10a **Priority: Skills and Learning (Modernised and High Performing Education)**

Risk: Programme delivery capacity for the 21st Century Schools Programme

Work on the Full Business Case was completed by the Welsh Government deadline of 10th October, although some final costs were not known by this date. A programme Coordinator was appointed 24th July who will lead/manage developments to the completion of major projects. However, the three project manager posts have yet to be recruited to.

3.10b **Priority: Modern and Efficient Council (Financial Strategy)**

Risks:

- 1. Ensuring that capital and revenue resources are sufficient to operate effectively.***
- 2. Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services.***
- 3. Gaining agreement to the financial strategy.***

For all three risks the net and target risk levels are assessed as high. The provisional settlement from Welsh Government for 2015/16 is a 3.4% reduction equating to a £16m budget gap. The final settlement is

due in December, but unlikely to change significantly. For this reason the risks remains high. Initial budget proposals will be presented to Cabinet in December followed by Scrutiny consideration.

4.00 RECOMMENDATIONS

4.01 Cabinet Members are invited to determine if enough action has been 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 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 None

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

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