

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 17 MARCH 2015**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **QUARTER 3 IMPROVEMENT PLAN MONITORING REPORT.**

1.00 PURPOSE OF REPORT

1.01 To receive the 2014/15 Quarter 3 Improvement Plan monitoring reports for the period October to December 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 trends 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 third 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. A summary of the reports has been brought together to provide a single report for Cabinet.

3.03 Copies of the detailed quarter 3 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 43 (55%).
- We are making satisfactory (amber) progress in 35 (44%).
- We are making limited progress (red) in 1 (1%).

OUTCOME

- We have a high (green) level of confidence in the achievement of 62 (78%).
- We have a medium (amber) level of confidence in the achievement of 17 (22%).
- We have a low (red) level of confidence in the achievement of 0 (0%).

3.06 Progress for the high level activity 'Agree the Local Development Plan's (LDP) vision, objectives and options to accommodate growth', within the sub-priority Modern, Efficient and Adapted Homes, is assessed as red. In excess of 700 candidate sites are being processed and assessed under consideration as part of the LDP process, this has resulted in slippage compared with the delivery agreement timetable.

3.07 **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.

Please note that no disabled facilities adaptations were completed for children and young people during Q3 and therefore it was not appropriate to allocate a 'progress' RAG. An amber RAG status has been given for the 'predicted outcome' at year end. For this reason the analysis of progress for measures is calculated out of 102 rather than 103 which is used for outcome.

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

- 67 (66%) had achieved a green RAG status
- 32 (31%) had achieved an amber RAG status
- 3 (3%) had achieved a red RAG status

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

- 85 (82%) forecast a green RAG status
- 16 (16%) forecast an amber RAG status
- 2 (2%) forecast a red RAG status

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

3.08a **Entering into a lease agreement for 10 over 55's properties**

- sub-priority: Modern Efficient and Adapted Homes

The RAG status for both progress and outcome is assessed as red.

There has been interest in the Over 55's lease option, however

progress has been delayed whilst a suitable legal agreement is drawn up for use in this complex area. A model lease agreement should be available for use in quarter 4 and leases will be entered in to thereafter.

3.08b 3 measures within the sub-priority: Access to Council Services have a red RAG status: -

1) **Scale and take-up of the new digital services (no. of visitors) per annum** (target = 2,000,000, cumulative position at end of Q3 = 978,313)

The RAG status for outcome is assessed as red.

The new look website was launched in October 2014. The target set for 2014/15 was based on visitor numbers to the old website. The new website also has better analytics to measure website usage which will inform future target setting.

2) **Customer feedback: satisfied with visit to website** (target = 80%, outturn = 56% Desktop and 61% Mobile)

3) **Customer feedback: successfully found what they were looking for** (target = 80%, outturn = 58% Desktop and 62% Mobile)

The progress RAG status is assessed as red for both measures.

Given the work being undertaken to redesign the website for its launch in October 2014, SOCTIM surveys for customer feedback were not undertaken until the beginning of quarter 3. It is hoped that survey results will improve as visitors get used to the new look of the website.

3.09 **Monitoring our risks**

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

- 5 (6%) are high (red)
- 42 (53%) are medium (amber)
- 32 (41%) are low (green)

The 5 high (red) risks are: -

3.09a Two risks within the sub-priority Extra Care Housing are currently assessed as red (high risks): -

Keeping up with demand and aspirations for alternative housing models for independent living

The risk trend is assessed as increased.

Work is being undertaken to help manage expectations of new extra care housing provision due to changes in the funding regime and the consequential elimination of capital subsidy.

Keeping up with specialist demand such as meeting the specific

needs of those with dementia and physical and learning disabilities

The risk trend is assessed as increased.

A number of work programmes are being undertaken to help manage this risk including:

- The roll out of the 'All about dementia' training programme.
- Development of dementia friendly communities (initially in Flint).
- The use of dementia reminiscence pods and packs by care homes and community groups.

Further actions are also planned including:

- Establishment of an e-learning package for carers, family and extended family about dementia and good dementia support.
- Development of a programme to make Flintshire County Council a dementia friendly organisation supporting people with dementia in all its contacts with the public.

3.09b Two risks within the sub-priority Town and Rural Regeneration are currently assessed as red (high risks): -

Maximising funding opportunities through external programmes to invest in our urban and rural areas

The risk trend is assessed as staying the same.

The European Regional Development Fund (ERDF) and Rural Development Plan (RDP) programmes are both going through the close down process, finishing in June 2015. Flintshire County Council continues to have a close involvement in the RDP programme and is seeking to influence priorities to reflect Flintshire's strategic priorities. Flintshire County Council also has close involvement in the development of the European Structural Fund programmes. The priorities are now set and Flintshire has contributed to regional prioritisation. Work is underway to develop regional and local projects. Work also continues in exploring a wider range of external funding opportunities.

Ensuring sufficient project management capacity to successfully complete the programmes

The risk trend is assessed as staying the same.

Management costs for externally funded programmes are recharged to the funding body wherever this is possible. Temporary capacity is in place to assist with project delivery and a new organisational structure is being developed to improve capacity to deliver priority programmes.

3.09c **Programme delivery capacity for the 21st Century Schools Programme** - sub-priority: Modernised and High Performing Education

The risk trend is assessed as staying the same.

Meetings continue with officials of Welsh Government to further explore the effects and opportunities of potential changes to the Band A programme to create a more efficient use of resources available.

The project coordinator post has been filled and following Welsh Government's Gateway Review, two Project Officers are to be appointed to assist with the 21st Century Programme/School Modernisation.

- 3.10 Analysis of the risk trend for the strategic risks identified in the Improvement Plan is as follows: -
- 7 (9%) increased
 - 49 (62%) stayed the same
 - 23 (29%) decreased

The 7 risks assessed as having increased are: -

- 3.10a Two risks within the sub-priority Extra Care Housing as discussed at paragraph 3.10a.
- 3.10b **Ensuring effective joint working with BCUHB to achieve common goals** - sub-priority: Integrated Community Social and Health Services
The net risk level is assessed as 'medium' (amber).
Although locality working has not yet been achieved, Flintshire County Council continues to share information and data on a weekly and monthly basis with BCUHB to enable effective joint working. Where necessary issues can be escalated if required to the Strategic Partnership Group from the Health Wellbeing and Independence Board or Strategic Locality Group.
- 3.10c **Ensure the DEZ has proportionate financial support from Welsh Government** - sub-priority: Business Sector Growth
The net risk level is assessed as 'medium' (amber).
Northern Gateway land is in private ownership therefore investment options will be decided by the private land owners. Progress will also depend in part on the wider state of the economy, as well as the release of finance from Welsh Government. Welsh Government appointed contractors to start the flood mitigation works, essential to site development and this commenced during winter 2014. Future actions include development of the phase 1 spine road but this is subject to Welsh Government funding.
- 3.10d **Securing sufficient funding for renewable energy schemes** - sub-priority: Carbon Control and Reduction
The net risk level is assessed as 'low' (green).
Flintshire County Council continues to invest in renewable energy systems that are eligible for the Governments Feed In Tariff and Renewable Heat incentive payments. However, the reduction in the renewable energy budget (£300k down to £100K) will have a negative impact. The authority will work with APSE and other partners to potentially develop large scale energy schemes that will contribute to the County's energy needs and revenue income.

3.10e Securing sufficient funding for further street lighting improvement programmes - sub-priority: Carbon Control and Reduction

The net risk level is assessed as 'medium' (amber).

Currently Flintshire County Council have installed 350 new lanterns including over 300 dimming units and over 500 new trimming photocells. Work is on-going to replace old sign and bollard technologies with LED which will reduce operational visits to units and reduce the level of energy usage. Work is also being undertaken to continue the installation of dimming units in line with the street lighting policy. The continued dimming of lighting units by 30% will reduce the level of energy and illumination output for a period of time during dark hours (2200hrs – 0600hrs).

3.10f Reductions in Welsh Government grants for subsidising services - sub-priority: Transport and Infrastructure Services.

The net risk level is assessed as 'medium' (amber).

The subsidised bus service initial review was completed and a policy put in place to determine which bus services should continue to be supported in 2014/15. Work continues to monitor the subsidised bus service in terms of performance and the services which need to continue. Alternative funding sources are being explored and the future provision will also be informed by the Local Transport Plan. Proposals for future provision have been considered as part of the business planning and budget setting process.

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 trend 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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