FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 JUNE 2015**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **YEAR END IMPROVEMENT PLAN MONITORING REPORT (2014/15)**

1.00   PURPOSE OF REPORT

1.01   To receive the 2014/15 Year End Improvement Plan monitoring reports for the period 1 April 2014 to 31 March 2015.

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 and this is the final monitoring update for 2014/15. 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   The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2014/15 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.

3.02   Individual sub-priority reports (22 in total) have been completed by the lead accountable officer. A summary of the reports has been brought together to provide this as a single report.

3.03   An overall assessment is provided which is based on the detailed reports and is shown in the table below: -

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

Appendix 1 provides a breakdown of this assessment.

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 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)

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

PROGRESS

- We are making good (green) progress in 50 (63%).

- We are making satisfactory (amber) progress in 28 (35%).

- We are making limited progress (red) in 1 (2%).

OUTCOME

- We have a high (green) level of confidence in the achievement of 62 (79%).

- 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 1 (1%).

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

3.06a　**Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc. (Sub-priority Access to Council Services)**

The RAG status was assessed as red for both progress and outcome. The target for the number of visitors to the website was not met. Performance data for satisfaction with the website and success in finding what customers are looking for has not improved from quarter 3 to quarter 4.　Access to the web survey data will enable immediate

action to address issues raised by those using the survey to provide feedback. In addition, the number of visitors who complete the on line survey is low compared to the total number of visitors however their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.

3.07 **Monitoring 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.

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

- 76 (67%) had achieved a green RAG status

- 28 (24%) had achieved an amber RAG status

- 10 (9%) 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: -

- 63 (64%) of performance measures showed improved performance;

- 23 (23%) showed performance which had downturned when compared with the previous year; and

- 13 (13%) had maintained the same level of performance.

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

3.09a **Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (Sub-priority - Fuel Poverty)**

Of the targeted 233 council homes due to have gas systems fitted, 187 homes were converted in 2014/15. There were 26 refusals. The

main issues were:

   (1) The ground conditions in Mostyn caused some delay in the delivery programme as did weather conditions over the winter which resulted in Wales and West Utilities having to respond to emergency call outs across the region.

   (2) Capacity was tested due to the size of the project and in trying to balance the support provided to other large scale projects such as Vibrant and Viable Places.

3.09b 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 (Sun-priority - Access to Council Services)

The target for 2014/15 was 2,000,000 visitors; in total 1,391,345 visitors took up the digital services. 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.

1) Customer feedback: satisfied with visit to website (target = 80%, outturn = 54% Desktop and 52% Mobile)

2) Customer feedback: successfully found what they were looking for (target = 80%, outturn = 61% Desktop and 60% Mobile)

Due to 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. The number of visitors who complete the on line survey is low compared to the total number of visitors however their feedback is valuable and will be used to make improvements. The website now includes a 'Comment on this page' feature. Feedback received via this route is monitored and improvements will be made accordingly.

3.09c 3 measures in the sub-priority: People Change & Development have a red RAG status

1) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence.

The target for 2014/15 was an average of 9.6 days/shifts however the outturn for year end was 10.66 days / shifts.

Managing attendance at work remains a priority and continued measures are in place to keep absences to a minimum wherever possible. These include reporting and action planning across each

Portfolio. Absences reporting including trigger reports are produced on a monthly basis and issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and return to work interviews, with employees, to understand any underlying issues affecting attendance at work.

2) Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100%

The year end outturn figure of 30.65% does not accurately reflect the actual percentage of appraisals undertaken. A greater percentage have been undertaken but were not entered into the corporate system (iTrent). HR and service managers are working with services to ensure that the system is used to capture an accurate record of appraisals undertaken.

3) Reduced expenditure for agency / interim workers and Consultants.

A 10% reduction on the expenditure for 2013/14 (£2.7m) was targeted (£270,000). The actual outturn was a total spend of £3.2m; £500,000 increase.

HR Business Partners continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers. However, as the organisation progresses through structural changes it has been necessary in some areas to continue using agency workers. For example, a large proportion of the expenditure within Streetscene and Transportation is attributable to the increased number of vacancies at operative level. These posts were not filled pending the roll out of the various business planning proposals.

Similarly Social Services are currently holding vacant front line service posts and will use these as opportunities for redeployment when the service changes linked to the Business Plans are implemented. As they are front line posts, the work must be carried out and therefore agency workers are engaged to provide cover on a temporary basis.

Once the service changes have been implemented, permanent employees will be placed into these vacancies and agency worker placements will then be brought to an end.

3.09d   2 measures in the sub-priority: **Modern, Efficient & Adapted Homes** have a red RAG status

1) Entering into a lease agreement for ten over 55's properties

There has been interest in the Over 55's lease option, however progress has been delayed whilst legal complexities regarding allocation or properties were resolved. Now that these have been

resolved numbers are fully expected to grow. As at year end one lease agreement had been entered into.

2) Provision of a management service for 26 private rented sector properties

The business plan projected that NEW Homes would be managing 26 units of accommodation by the end of 2014/15. The company has signed up 15 properties which is below targeted projections. Throughout the year limited time has been available for marketing as capacity was invested on set up. It is expected the numbers will grow in the next 12 months.

3.09e **PSR/009a - The average number of calendar days taken to deliver a Disabled Facilities Grant for children and young people (target 257 days). (Sub – Priority: Independent living)**

There were only two adaptations undertaken for children through DFG's during 2014/15. Due to the highly complex nature of both adaptations the total days taken were 1,238 days, giving an annual average of 619 days.

3.10 **Monitoring Risks**

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

- 1 (1%) is high (red)

- 41 (52%) are medium (amber)

- 37 (47%) 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: -

- 39 (49%) of risks remained the same

- 34 (43%) of risks had reduced

- 6 (8%) of risks had increased

3.11 The high (red) risk is detailed along with the reasons that have led to this assessment as follows: -

3.11a **Programme delivery capacity for the 21st Century Schools Programme (Sub-priority: Modernised and High Performing Education)**

Whilst still assessed as a high risk, the risk is decreasing. 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 have been appointed to assist with the 21st Century Programme/School Modernisation.

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 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.

11.01   All Portfolio leads have been consulted with regarding the reporting of relevant information.

12.00   APPENDICES

12.01   **Appendix 1** – Breakdown of overall assessment

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

Contact Officer: Vicki Robarts
Telephone: 01352 701457
Email: vicki_c_robarts@flintshire.gov.uk