## CABINET MEETING

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| **Date of Meeting** | 15 September 2015 |
| **Report Subject** | Quarter 1 Improvement Plan Monitoring Report |
| **Portfolio Holder** | Cabinet Member for Corporate Management |
| **Report Author** | Chief Executive |
| **Type of Report** | Strategic |

## EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the first quarter of 2015/16.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This first monitoring report for the 2015/16 Improvement Plan is also a positive report, with the majority of activities being assessed as making good progress 75.0% and likely to achieve the desired outcome 83.9%. In addition, 69.5% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (72.1%) or minor (16.3%).

This report is an exception based report and therefore detail focuses on the areas of under-performance.

## RECOMMENDATIONS

1. To agree 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 performance indicators; and
   - the current risk levels for the risks identified in the Improvement Plan.

2. Cabinet Members be assured by plans and actions to manage the delivery of the 2015/16 Improvement Priority impacts.

## REPORT DETAILS

| 1.00 | **EXPLANATION OF IMPROVEMENT PLAN MONITORING REPORTS** |
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| 1.01 | The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by performance indicators 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. |
| 1.02 | Individual sub-priority reports (16 in total) have been brought together to provide a single report for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas. |
| 1.03 | The detailed sub-priority reports at Appendix 1 are in a new format, which has been generated from the new performance management system, CAMMS. |
| 1.04 | CAMMS is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council's Improvement Plan and the Portfolio of Social Services. A link for further information about CAMMS is provided at paragraph 6.02 below. |
| 1.05 | CAMMS has been purchased to provide benefits which include:<br>• efficiencies by reducing duplication and data entry;<br>• a single version of the truth;<br>• improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and<br>• dynamic, exception based reporting with dashboards and standard reports. |
| 1.06 | During the process of setting the Improvement Plan into CAMMS, some minor errors and changes were required/requested by officers. A log of all changes to the Improvement Plan agreed by County Council can be found at Appendix 2. The revised version will be available via the website shortly. |
| 1.07 | Risks are now assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. Paragraph 6.03 contains a link to the Audit Committee report which outlines the new approach, including the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time. |

**Risk Likelihood and Impact Matrix**

| Impact Severity | | Unlikely (5%) | Very Low (15%) | Low (30%) | Significant (50%) | Very High (65%) | Extremely High (80%) |
|---|---|---|---|---|---|---|---|
| | Catastrophic | Y | A | R | R | B | B |
| | Critical | Y | A | A | R | R | R |
| | Marginal | G | Y | A | A | A | R |
| | Negligible | G | G | Y | Y | A | A |
| | | **Likelihood & Percentage of risk happening** | | | | | |

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

| 1.08 | This is an exception based report and detail therefore focuses on the areas of under-performance. |
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| 1.09 | **Monitoring our Activities**<br>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: -<br><br>• RED: Limited Progress – delay in scheduled activity; not on track<br>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track<br>• GREEN: Good Progress – activities completed on schedule, on track<br><br>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: -<br><br>• RED: Low – lower level of confidence in the achievement of the outcome(s)<br>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)<br>• GREEN: High – full confidence in the achievement of the outcome(s) |
| 1.10 | In summary our overall progress against the high level activities is: -<br><br>ACTIVITES PROGRESS<br>• We are making good (green) progress in 42 (75.0%).<br>• We are making satisfactory (amber) progress in 13 (23.2%).<br>• We are making limited progress (red) in 1 (1.8%). |

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| | ACTIVITIES OUTCOME<br>• We have a high (green) level of confidence in the achievement of 47 (83.9%).<br>• We have a medium (amber) level of confidence in the achievement of 9 (16.1%).<br>• We have a low (red) level of confidence in the achievement of 0 (0%). |
| 1.11 | One activity showed a red RAG status for current progress: -<br><br>**Priority: Living Well (Integrated Community Social and Health Services)**<br>The continued integration of community based health and social care teams to provide a consistent service across localities has been assessed as 'red' for progress, as the Authority is currently awaiting a response from Health colleagues about the proposed re-organisation of community services. The outcome is assessed as amber. |
| 1.12 | **Monitoring our Performance**<br>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -<br>• RED equates to a position of under-performance against target.<br>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.<br>• GREEN equates to a position of positive performance against target. |
| 1.13 | Analysis of current levels of performance for those PIs which are measured quarterly and where performance could be compared with target, shows the following: -<br>• 41 (69.5%) had achieved a green RAG status<br>• 9 (15.3%) had achieved an amber RAG status<br>• 9 (15.3%) had achieved a red RAG status |
| 1.14 | The nine performance indicators (PIs) which showed a red RAG status for current performance are: -<br><br>**Priority: Appropriate and Affordable Homes**<br>PI: The average number of calendar days taken to deliver a Disabled Facilities Grant for Children (PSR/009a) - Target 316 days - Actual 660 days<br><br>One highly complex case was completed during the quarter one which took a total of 660 days.<br><br>**Priority: Living Well (Safeguarding)**<br>PI: The percentage of initial child protection conferences held within 15 days of the strategy meeting (SCC/014) - Target 95% - Actual 79.41%<br><br>Due to unusually high numbers of requests for conferences during the quarter (more than double the usual volume), some of the conferences were unavoidably held outside the 15 day timescale to ensure due diligence. However, they were held at the first available appointment after the 15 days had elapsed. |

**Priority: Skills and Learning (Apprenticeships and Training)**
PI: The percentage of young people above school age in the youth justice system that are offered 25 hours education, training or employment (ETE) - Target 40% - Actual 33%

This cohort comprises those children or young people (CYP) whose statutory order ended in the quarter. Lack of progress has been shaped by a number of factors: -

- Small cohort size; improvements in most cases can be offset where a single case lacks progress.
- The characteristics of the cohort; all cases evidence significant patterns of disengagement and disruption with ETE settings over many years, including exclusions in some cases. It can take time to achieve improvements in conduct/attitude.
- Availability of offers; current decommissioning of some arrangements whilst others are being developed (due to commence September 2015).

In addition to the new arrangements, improved Youth Justice Service (YJS) recording and referral activities should also mitigate against sustained low performance. The YJS Management Board is monitoring progress in this target area.

For young people in the secure estate, improved partnership with Werrington Youth Offenders Institute (YOI) and the implementation of protected education packages will support identification and sustainability of offers.

**Priority: Safe Communities (Community Safety)**
PI: Achieving a waiting time of less than 20 days from referral to treatment (substance misuse) - Target 80% - Actual 69.27%

In Flintshire those waiting less than 20 days between a referral and treatment start date is 69.27% (142). The majority of clients were seen within a 12 week period.

Waiting times are a priority for the North Wales Substance Misuse Area Planning Board (APB) as bottlenecks within services have been identified between the referral and assessment stage. The APB and regional service managers are working closely to resolve these issues.

**Priority: Poverty (Maximising Income)**
PI: Speed of processing of Housing Benefit claims: new claims - Target 17.5 days - Actual 22.08 days

The performance achieved for quarter one was as expected for this time of year in consideration of the year end rent increases and year end income changes. Performance for the current quarter has improved on that achieved for quarter one of 2014/15. It is expected that performance for new claims will improve in each subsequent quarter.

**Priority: Environment (Transport Infrastructure and Services)**
PI: Road safety initiatives to reduce the risk of collisions of high risk groups:

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| | • Older drivers - Target 20 - Actual 7<br>Funding for the initiative was not received until mid May and therefore did not commence until halfway through quarter one. Previous experience has shown that a fully advertised workshop can achieve the attendance target. It is anticipated that workshops in the remaining quarters will achieve targeted participation levels and recoup the shortfall from quarter one.<br><br>• Newly qualified young drivers - Target 27 - Actual 7<br>As above, funding was not received until mid May and has been granted on the basis of cost per head trained. Given current delivery arrangements, cost allocation does not provide for advertisement. In order to adapt to Welsh Government stipulations relating to use of funding, the Authority will manage, coordinate and deliver training in-house. Efficiency savings from this change will then permit the inclusion of advertisement. Current arrangements are being reviewed to facilitate these efficiencies.<br><br>• Motorcyclists - Target 27 - Actual 20<br>The target represents the maximum funding available to enable 108 people (27 per quarter) to be trained during the year. However, the actual number of people trained will be dependent on the North Wales Police BikeSafe Trainer's time allocation for training within Flintshire.<br><br>**Priority: Modern and Efficient Council (Improving Resource Management)**<br>PI: Amount of efficiency targets achieved - Target £12.874m - Actual £10.876m<br><br>Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the first quarter the expected efficiencies for 2015/16 are forecast to be £10.876m which equates to 84% of the total targeted efficiencies. For further information please see the September Budget Monitoring report prepared for Cabinet. |
| 1.15 | **Monitoring our Risks**<br>Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -<br><br>• 1 (2.3%) is insignificant (green)<br>• 7 (16.3%) are minor (yellow)<br>• 31 (72.1%) are moderate (amber)<br>• 4 (9.3%) are major (red)<br>• 0 (0%) are severe (black) |
| 1.16 | The four major (red) risks are: -<br><br>**Priority: Appropriate and Affordable Homes**<br>Risk: The supply of affordable housing will continue to be insufficient to meet community need<br><br>The Housing Regeneration & Strategy Service continues to work closely with the Planning Service and Grwp Cynefin for the delivery of affordable housing. Applications to the affordable housing register remain steady and |

an increasing number of affordable housing units (both gifted and equity share) are being provided through Section 106 Planning Agreements.

**Priority: Skills & Learning (Modernised and High Performing Education)**
Risk: Limited funding to address the backlog of known repair and maintenance works in Education and Youth assets will be further reduced to meet new pressures on the Education and Youth Budgets

School Modernisation remains a key tool in enabling the Authority to invest appropriately in its school portfolio. This will involve a reduction in schools within the Council's portfolio (therefore reducing the backlog) and a reduction of unfilled places.

**Priority: Modern and Efficient Council (Improving Resource Management)**
Risk: The scale of the financial challenge.

The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement, which may be later than in previous years due to the next UK Spending Review scheduled for the Autumn. For further information, please also see the Medium Term Financial Strategy report, which is also on the agenda of the September Cabinet meeting.

**Priority: Modern and Efficient Council (Improving Resource Management)**
Risk: The capacity and capability of the organisation to implement necessary changes

The extensive programme to consider alternative delivery models across a range of services will continue to impact on available resources across portfolios.  Corporate support will need to be prioritised for those services progressing to the feasibility stage.   Additional/external support may be needed as the commissioning stage approaches.

| 2.00 | RESOURCE IMPLICATIONS |
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| 2.01 | There are no specific resource implications for this report. |

| 3.00 | CONSULTATIONS REQUIRED / CARRIED OUT |
|------|--------------------------------------|
| 3.01 | The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest. |
| 3.02 | Chief Officers have contributed towards reporting of relevant information. |
| 3.03 | It was agreed during the Member Workshop in May, which consulted on the Improvement Plan for 2015/16, that a 'how to guide' for the Improvement Plan would be produced. This will be presented to the Corporate Resources Overview and Scrutiny Committee in September prior to being shared with the other Overview and Scrutiny Committees. |

| 4.00 | RISK MANAGEMENT |
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| 4.01 | Progress against the risks identified in the Improvement Plan have been reported on for quarter one and the detail is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.15 and 1.16 above. |

| 5.00 | APPENDICES |
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| 5.01 | **Appendix 1:** Quarter 1 Improvement Plan Progress Report |
| 5.02 | **Appendix 2:** Log of changes to the Improvement Plan 2015/16 |

| 6.00 | LIST OF ACCESSIBLE BACKGROUND DOCUMENTS |
|------|------------------------------------------|
| 6.01 | **Improvement Plan 2015/16:** http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx |
| 6.02 | **CAMMS Website:** http://cammsgroup.com/ |
| 6.03 | **Risk Management Update Report to Audit Committee:** http://cyfarfodyddpwyllgor.siryfflint.gov.uk/documents/g3335/Public%20reports%20pack%2003rd-Jun-2015%2014.45%20Audit%20Committee.pdf?T=10&LLL=undefined

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| 7.00 | GLOSSARY OF TERMS |
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| 7.01 | **Improvement Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan. |
| 7.02 | **CAMMS:** an integrated planning, risk management and programme/project management and reporting system. |
| 7.03 | **Substance Misuse:** the continued use of drugs or alcohol despite negative consequence to the individual using, their friends, family and the community. |
| 7.04 | **Werrington Youth Offenders Institute (YOI):** based in Staffordshire, this institute provides specialist custodial places for young people aged 15 - 18. |
| 7.05 | **Grwp Cynefin:** a North Wales Housing Association. |

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| 7.06 | **School Modernisation:** the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations. |
| 7.07 | **Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations. |
| 7.08 | **Alternative Delivery Models (ADMs):** new approaches to service delivery designed to sustain important services and meet future need. |