

CABINET MEETING

Date of Meeting	Tuesday, 15 December 2015
Report Subject	Quarter 2 Improvement Plan Monitoring Report
Cabinet Member	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 second 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 second monitoring report for the 2015/16 Improvement Plan is also a positive report, with the majority of activities being assessed as making good progress 72% and likely to achieve the desired outcome 78%. In addition, 55% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (69%) or minor (20%).

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

RECOMMENDATIONS

1	<p>To agree the following:</p> <ul style="list-style-type: none"> • 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, for the quarter and half year position; and • the current risk levels for the risks identified in the Improvement Plan.
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2	Cabinet Members be assured by plans and actions to manage the delivery of the 2015/16 Improvement Priority impacts.
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REPORT DETAILS

1.00	EXPLAINING THE QUARTER 2 PERFORMANCE
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 priority reports (8 in total) have been prepared for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	The detailed priority reports at Appendix 1 are in a new format, which has been generated from the new performance management system, CAMMS. CAMMS is an integrated planning, risk management and programme / project management and reporting software. A link for further information about CAMMS is provided at paragraph 6.02 below.
1.04	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.05	<p>Monitoring our Activities</p> <p>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: -</p> <ul style="list-style-type: none"> • 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 <p>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: -</p> <ul style="list-style-type: none"> • 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)

1.06	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 42 (72%). • We are making satisfactory (amber) progress in 16 (28%). • We are making limited progress (red) in 0 (0%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 45 (78%). • We have a medium (amber) level of confidence in the achievement of 12 (21%). • We have a low (red) level of confidence in the achievement of 1 (2%).
1.07	<p>One activity showed a red RAG status for outcome: -</p> <p>Priority: Modern and Efficient Council (Improving Resource Management)</p> <p>Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding.</p> <p>Part 2 of the MTFS sets out the solutions and options for organisational efficiency and service changes to work to close the challenging financial gap and was published in September.</p> <p>Member workshops and a programme of community engagement are due to commence in November to raise awareness of the budget gap and seek member and community support for the three part strategy.</p> <p>Due to the uncertainty regarding meeting the financial challenge in full the outcome is assessed as 'red'.</p>
1.08	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • 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.
1.09	<p>Analysis of current levels of performance for those PIs which are measured quarterly and where performance could be compared with target, shows the following: -</p> <ul style="list-style-type: none"> • 30 (55%) had achieved a green RAG status

	<ul style="list-style-type: none"> • 14 (25%) had achieved an amber RAG status • 11 (20%) had achieved a red RAG status
1.10	<p>Analysis of the year to date (YTD) performance (quarters 1 and 2 combined, 01/04/15 – 30/09/15) against the half year target shows:</p> <ul style="list-style-type: none"> • 27 (49%) had achieved a green RAG status • 18 (33%) had achieved an amber RAG status • 10 (18%) had achieved a red RAG status
1.11	<p>Analysis of the trend for those indicators where performance could be compared with the previous period, shows:</p> <ul style="list-style-type: none"> • 38 (53%) had improved • 15 (21%) had remained at the same level • 19 (26%) had downturned
1.12	<p>The 12 performance indicators (PIs) which showed a red RAG status are: -</p> <p>Priority: Housing (Appropriate and Affordable Homes) PI: The number of gifted new homes realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers Q2 Target 4 – Q2 Actual 2 During the quarter two properties were transferred to NEW Homes under a Section 106 agreement. A further 2 properties will be transferred in quarter 3, subject to the necessary legal proceedings.</p> <p>Priority: Housing (Modern, Efficient and Adapted Homes) PI: Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan Q2 Target 10 – Q2 Actual 3 Three completions were achieved during the quarter taking the total for the half year position to seven. A further 16 loans are now in progress. Some of these are on site and a number of these have been surveyed are awaiting a start date, confidence remains high that the target can be reached. Whilst expressions of interest were taken in April as requested by Welsh Government, the resource to deliver the loans was not received until August.</p> <p>Priority: Housing (Modern, Efficient and Adapted Homes) PI: The average number of calendar days taken to deliver a Disabled Facilities Grant for Children (PSR/009a) Q2 Target 316 days – Q2 Actual 319.5 days Performance for quarter two is significantly better than quarter one and has narrowly missed target giving an 'amber' RAG status. However, one highly complex case completed during quarter one which took a total of 660 days, has resulted an average of 433 days for the half year position and therefore a 'red' RAG status.</p> <p>Priority: Housing (Modern, Efficient and Adapted Homes) PI: Capital works target for heating upgrades</p>

Q2 Target 73 – Q2 Actual 35

Overall delivery against target is slightly behind on this work stream. A significant amount of work has gone into contract meetings with new contractors to ensure that on-site delivery is as efficient and effective as possible. Numbers of installations have been managed carefully in the early months of delivery on-site to ensure contractors are performing to expected standards and meeting tenants expectations. A number of tenants have been reluctant to change from oil or solid fuel to new installations and the team continue to work with these tenants to highlight the benefits of new systems. As contractors continue to effectively deliver the number of installations these will be increased in line with full delivery of the programme in year.

Priority: Housing (Modern, Efficient and Adapted Homes)**PI: Capital works target for kitchen replacements****Q2 Target 279 – Q2 Actual 181****PI: Capital works target for bathroom replacements****Q2 Target 333 – Q2 Actual 241**

Overall delivery against target is behind on these work streams. A significant amount of work has gone into contract meetings with new contractors to ensure that on-site delivery is as efficient and effective as possible. Numbers of installations have been managed carefully in the early months of delivery on-site to ensure contractors are performing to expected standards and meeting tenants expectations. There have been some performance issues with one contractor which has resulted in fewer replacements being delivered than targeted. These issues are being managed through the appropriate contractor management arrangements. To mitigate the risk of under delivery on the service is looking to appoint an additional contractor to deliver the full programme.

Priority: Housing (Modern, Efficient and Adapted Homes)**PI: Capital works target for smoke detectors****Q2 Target 200 – Q2 Actual 161**

The smoke detector replacement programme is being delivered by the in-house workforce. Additional resource has been allocated to this work stream to deliver the full programme. A no access procedure is also in place to ensure that all replacements are undertaken.

Priority: Economy and Enterprise (Town and Rural Regeneration)**PI: Number of business grants offered to high street businesses****Q2 Target 2 – Q2 Actual 0**

No further grants were offered during the quarter but 23 businesses have enquired regarding the re-launched shop front grant scheme.

Priority: Economy and Enterprise (Town and Rural Regeneration)**PI: Number of trainees recruited****Q2 Target 10 – Q2 Actual 0**

No further trainees were recruited during the quarter whilst the scheme goes through a fresh procurement process, giving a 'red' RAG status for the quarter. However, for the first half of the year a total 13 trainees had been recruited against a target of 20, giving an 'amber' RAG status.

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

	<p>groups:</p> <ul style="list-style-type: none"> • Older drivers – Q2 Target 20 – Q2 Actual 4 Documentation from the Advanced Driving Instructor to confirm the actual numbers for the quarter is awaited. When this is received the reported actual of four will increase. • Newly qualified young drivers – Q2 Target 27 – Q2 Actual 14 As reported in quarter 1, funding was not received until mid-May and has been granted on the basis of cost per head trained, therefore not providing for advertisement. In addition, a scheduled course for quarter 2 had to be cancelled. It is envisaged that two full courses will be rescheduled for quarter three. • Motorcyclists – Q2 Target 27 – Q2 Actual 15 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. For quarter two this was only a small allocation. Given the target has been set based on maximum funding available rather than historic performance it is highly unlikely that the target for the year will be met.
1.13	<p>Monitoring our Risks Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -</p> <ul style="list-style-type: none"> • 1 (2%) is insignificant (green) • 9 (20%) are minor (yellow) • 31 (69%) are moderate (amber) • 4 (9%) are major (red) • 0 (0%) are severe (black)
1.14	<p>The four major (red) risks are: -</p> <p>Priority: Appropriate and Affordable Homes Risk: The supply of affordable housing will continue to be insufficient to meet community need</p> <p>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.</p> <p>An Affordable Housing Officer and Private Sector Manager have been appointed and are working together to facilitate the supply of affordable housing requirements within the county.</p> <p>In addition, work continues to progress the NEW Homes business plan which includes the purchase of eight additional affordable homes and the transfer of 13 new build units during 2015/16.</p>

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.

The Spending Review announcement is scheduled for the 25th November although the amount of funding likely to be received locally will not be known until the receipt of the Provisional Local Government Settlement on 9th December 2015.

The announcement is later than previous years due to the next UK Spending Review and notification of the final amount of funding will not be known until the Welsh budget is approved in March 2016.

Part 2 of the MTFs 'Meeting the Financial Challenge' was published in September 2015 which set out how the Council plans to meet the challenge.

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

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.

4.00	RISK MANAGEMENT
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 1.13 and 1.14 above.

5.00	APPENDICES
5.01	Appendix 1: Quarter 1 Improvement Plan Progress Report

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/
	Contact Officer: Vicki Robarts – Performance Team Leader Telephone: 01352 701457 E-mail: vicki.c.robarts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
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	Home Improvement Loan: a national loan scheme delivered by Local Authorities that enables short to medium term loans, to be provided to owners of sub-standard properties who meet the affordability criteria.
7.04	Disabled Facility Grant: a grant available for larger adaptations to a person's home.
7.05	Grwp Cynefin: a North Wales Housing Association.
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.