

## COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY MEETING

<b>Date of Meeting</b>	Wednesday 9 <sup>th</sup> December, 2015
<b>Report Subject</b>	Quarter 2 Improvement Plan Monitoring Reports
<b>Cabinet Member</b>	Cabinet Member for Corporate Management
<b>Report By</b>	Community & Enterprise Overview & Scrutiny Facilitator
<b>Type of Report</b>	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 focusing on the areas of under performance relevant to the Community and Enterprise Overview & Scrutiny Committee.

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

### RECOMMENDATION

1	That the Committee consider the 2015/16 Quarter 2 Improvement Plan Monitoring Reports, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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## REPORT DETAILS

1.00	<b>EXPLAINING THE QUARTER 2 IMPROVEMENT PLAN MONITORING REPORTS</b>
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards 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 controlled.
1.02	The detailed sub-priority reports, shown at Appendix 1 and 2, are in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	<p>CAMMS has been purchased to provide benefits which include:</p> <ul style="list-style-type: none"> <li>• efficiencies by reducing duplication and data entry;</li> <li>• a single version of the truth;</li> <li>• improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and</li> <li>• dynamic, exception based reporting with dashboards and standard reports.</li> </ul>
1.04	<p>Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-</p> <p><b><u>Performance</u></b></p> <ul style="list-style-type: none"> <li>• RED – equates to a position of under-performance against target.</li> <li>• AMBER – equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN – equates to a position of positive performance against target.</li> </ul> <p><b><u>Outcome</u></b></p> <ul style="list-style-type: none"> <li>• RED – equates to a forecast position of under-performance against target at year end.</li> <li>• AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.</li> <li>• GREEN – equates to a forecast position of positive performance against target at year end.</li> </ul>
1.05	The high level (RED) risk areas identified for the Community and Enterprise Overview & Scrutiny Committee, are as follows:-
1.05.1	<p><b>Priority: Appropriate and Affordable Homes</b>  <b><i>PI: The number of gifted new homes realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers.</i></b>  <b><i>Quarter 2 Target 4 – Quarter 2 Actual 2</i></b></p>

	<p>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 necessary legal proceedings.</p>
1.05.2	<p><b>Priority: Housing (Modern, Efficient and Adapted Homes)</b>  <b>PI: Repair/improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Homes Improvement Loan.</b>  <b>Quarter 2 Target 10 – Quarter 2 Actual 3</b></p> <p>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 and 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>
1.05.3	<p><b>Priority: Housing (Modern, Efficient and Adapted Homes)</b>  <b>PI: The average number of calendar days taken to deliver a Disabled Facilities Grant for Children (PSR009a)</b>  <b>Quarter 2 Target 316 days – Quarter 2 Actual 319.5 days</b></p> <p>Performance for quarter 2 is significantly better than quarter 1 and has narrowly missed target giving an 'amber' RAG status. However, one highly complex case completed during quarter 1 which took a total of 660 days, has resulted in an average of 433 days for the half year position and therefore a 'red' RAG status.</p>
1.05.4	<p><b>Priority: Housing (Modern, Efficient and Adapted Homes)</b>  <b>PI: Capital works targeted for heating upgrades</b>  <b>Quarter 2 Target 73 – Quarter 2 Actual 35</b></p> <p>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. Number 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.</p>
1.05.5	<p><b>Priority: Housing (Modern, Efficient and Adapted Homes)</b>  <b>PI: Capital works target for kitchen replacements</b>  <b>Quarter 2 Target 279 – Quarter 2 Actual 181</b></p> <p><b>PI: Capital works target for bathroom replacements</b>  <b>Quarter 2 Target 333 – Quarter 2 Actual 241</b></p> <p>Overall delivery against target is behind on these work streams. A</p>

	<p>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 the service is looking to appoint an additional contractor to deliver the full programme.</p>
1.05.6	<p><b>Priority: Housing (Modern, Efficient and Adapted Homes)</b>  <b>PI: Capital works target for smoke detectors</b>  <b>Quarter 2 Target 200 – Quarter 2 Actual 161</b></p> <p>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.</p>
1.05.7	<p><b>Priority: Economy and Enterprise (Town and Rural Regeneration)</b>  <b>PI: Number of business grants offered to high street businesses</b>  <b>Quarter 2 Target 2 – Quarter 2 Actual 0</b></p> <p>No further grants were offered during the quarter but 23 businesses have enquired regarding the re-launched shop front grant scheme.</p>
1.05.8	<p><b>Priority: Economy and Enterprise (Town and Rural Regeneration)</b>  <b>PI: Number of trainees recruited</b>  <b>Quarter 2 Target 10 – Quarter 2 Actual 0</b></p> <p>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.</p>
1.05.9	<p><b>Priority: Appropriate and Affordable Homes</b>  <b>Risk: The supply of affordable housing will continue to be insufficient to meet community need</b></p> <p>The Housing Regeneration &amp; 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>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	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.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter 2 and the detail is included in the reports at Appendix 1 and 2.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Quarter 2 Improvement Plan Progress Report – Housing.
5.02	Appendix 2 – Quarter 2 Improvement Plan Progress Report – Economy and Enterprise

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b><u>Improvement Plan 2015/16</u></b></p> <p><a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a></p> <p><b>Contact Officer:</b> Ceri Shotton Overview &amp; Scrutiny Facilitator</p> <p><b>Telephone:</b> 01352 702305</p> <p><b>E-mail:</b> <a href="mailto:ceri.shotton@flintshire.gov.uk">ceri.shotton@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan</b> – 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	<b>CAMMS</b> – 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 Mat;

	<p>focusing initially on the Council's Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS.</p> <p><a href="http://cammsgroup.com/">http://cammsgroup.com/</a></p>
7.03	<p><b>Home Improvement Loan</b> – 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.</p>
7.04	<p><b>Disabled Facility Grant</b> – a grant available for larger adaptations to a person's home.</p>
7.05	<p><b>Grwp Cynefin</b> – a North Wales Housing Association</p>