

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 19 th July, 2017
Report Subject	Improvement Plan 2016/17 Outturn Report
Cabinet Member	Deputy Leader of the Council & Cabinet Member for Housing Cabinet Member for Economic Development
Report Author	Chief Officer – Community & Enterprise
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress at the end of the year for the Improvement Plan 2016/17 priorities 'Housing', 'Economy and Enterprise' and 'Poverty' relevant to the Community & Enterprise Overview & Scrutiny Committee.

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 end of year monitoring report for 2016/17 is another positive report with 100% of agreed actions being assessed as making good progress and 82% likely to achieve the desired outcome. In addition, 66% of the performance indicators met or exceeded target for the year. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

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

RECOMMENDATIONS

1	That the Committee consider the Improvement Plan 2016/17 outturn monitoring report to monitor under performance and request further information as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	<p>The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 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.</p>
1.02	<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 (Red/Amber/Green) 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. Each 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).
1.03	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 57 (100%) actions. <p>ACTIONS OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 47 (82%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 10 action outcomes (18%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.04	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG 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

	<ul style="list-style-type: none"> • GREEN equates to a position of positive performance against target. 								
1.05	<p>Analysis of current levels of quarterly performance where the data is currently available shows the following: -</p> <ul style="list-style-type: none"> • 66 (66%) had achieved a green RAG status • 24 (26%) have an amber RAG status • 8 (8%) have a red RAG status <div data-bbox="454 472 1259 909" data-label="Figure"> <p style="text-align: center;"><u>KPI Progress Status</u></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On Track</td> <td>66%</td> </tr> <tr> <td>Monitor</td> <td>26%</td> </tr> <tr> <td>Off Track</td> <td>8%</td> </tr> </tbody> </table> <p style="text-align: center;">■ On Track ■ Monitor ■ Off Track</p> </div> <p>Performance trends have identified that half of the measures have remained stable or improved on the previous year.</p>	Category	Percentage	On Track	66%	Monitor	26%	Off Track	8%
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1.06	<p>The quarterly performance indicator (PI), identified for the Community & Enterprise Overview & Scrutiny Committee, which showed a red RAG status for current performance is:-</p> <p>Priority: Housing <i>The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months</i></p> <p>As projected in quarter 3 some of the more complex outcomes rolled over to quarter 4 and this has reduced the overall performance for 2016/17. This year there has been a decline in availability of suitable private sector properties as a homelessness prevention solution. In addition there has been an increase in more complex cases and the service experienced an unplanned reduction in specialist resources which is reflective of the outcome.</p> <p><i>Repair / improve private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan</i></p> <p>This year the take up of home renovation loans has been considerably less than targeted. The WG Home Improvement Loan has already been identified as being of low demand and is being reviewed with WG.</p> <p><i>Capital Works Target - Roofs & Associated Components</i></p> <p>As part of the programme all three of the individual components are completed as one exercise by the same principal contractor.</p>								

This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed.

Due to this delay the Delivery Team have been ensuring all properties relating to Year 1 that have been reallocated into Year 2 are completed as soon as possible. This has had a direct impact on Year 3's delivery.

The Contractor is now in a better position from last year and has almost completed their allowance which will dramatically reduce the impact on Year 3.

Capital Works Target - Central Heating

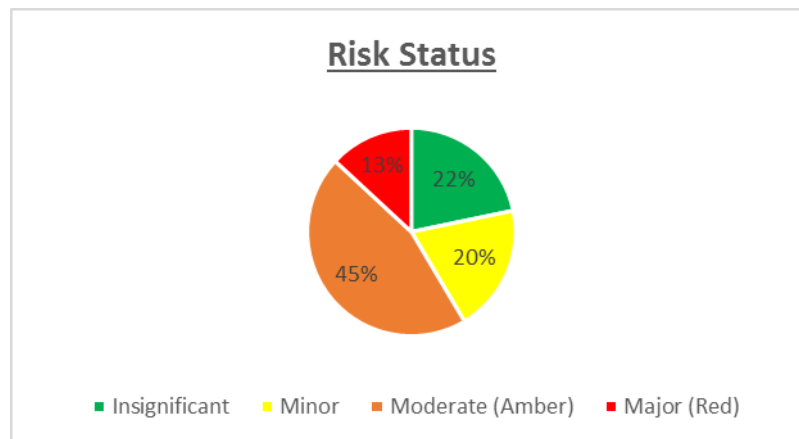
The Off Gas Programme in Treuddyn was completed late last year. However, due to low oil prices uptake was very low. The Penyffordd Off Gas Installation is now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected moving forward.

1.07

Monitoring our Risks

Analysis of the current strategic risks identified in the Improvement Plan are as follows:-

- 11 (22%) are insignificant (green)
- 10 (20%) are minor (yellow)
- 23 (45%) are moderate (amber)
- 7 (13%) are major (red)
- There are no severe (black) risks.



1.08

The two major (red) risk areas identified for the Community & Enterprise Overview & Scrutiny Committee is:-

Priority: Housing

Risk: Council funding for adaptations and home loans will not be sufficient to meet demand.

	<p>Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.</p> <p>Priority: Poverty <i>Risk: Available funding for energy efficiency measures may fall short of public demand.</i></p> <p>There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.</p>
1.09	<p>Risk Trend</p> <p>The 51 strategic risks within the Improvement Plan have been successfully managed with the majority being assessed at year end position as remaining the same as the initial assessment 26 (51%) or having reduced 23 (45%). There are two risks which have increased from amber to red; but overall the trends show successful management of risks during the year.</p> <p>Increased Risks</p> <p>Priority: Housing <i>Risk: Council funding for adaptations and home loans will not be sufficient to meet demand.</i></p> <p>Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.</p> <p>Priority: Poverty <i>Risk: Available funding for energy efficiency measures may fall short of public demand.</i></p> <p>There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.</p>

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 are included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06, 1.08 and 1.09 above.

5.00	APPENDICES
5.01	Appendix 1 – Improvement Plan 2016/17 Outturn Report – Housing
5.02	Appendix 2 – Improvement Plan 2016/17 Outturn Report – Economy and Enterprise
5.03	Appendix 3 – Improvement Plan 2016/17 Outturn Report – Poverty

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Improvement Plan 2016/17: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Ceri Shotton Telephone: 01352 702305 E-mail: ceri.shotton@flintshire.gov.uk</p>

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	Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes 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	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
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							
7.03	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.						

8.00	CAMMS – An explanation of the report headings
	<p>Actions</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p>Measures (Key Performance Indicators - KPIs)</p> <p><u>Pre. Year Period Actual</u> – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p>

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.