

Report To: Cabinet

Date of Meeting: 20 March 2012

**Lead Member / Officer: Cllr Hugh H Evans, Leader of the Council
Alan Smith, Head of Business Planning & Performance**

Report Author: Ewan McWilliams, Corporate Improvement Officer

Title: Monitoring Corporate Plan Performance 2011-12, Quarter 3.

1. What is the report about?

- 1.1. This report provides a summary of current performance in 2011-12 against: each outcome within the Corporate Plan, the 2012 Indicators, the Corporate Project Register, Safeguarding and Child protection, Protection of Vulnerable Adults, and our Outcome Agreements with the Welsh Government.

2. What is the reason for making this report?

- 2.1. The reason for the report is to enable Cabinet to carry out their performance management function in relation to the Corporate Plan 2009-12. Performance management of the Corporate Plan is essential to ensure that the Council is able to take action to address specific performance issues.

3. What are the Recommendations?

- 3.1. That Cabinet considers the current likelihood of achieving the outcomes detailed in our Corporate Plan, and follow up performance related issues with the appropriate Head of Service where specific concerns are raised, or where improvement could prove difficult.
- 3.2. That Cabinet approves the proposed Action Plan to address issues identified within this report (see paragraph 30 for details).

4. Comments from Performance Scrutiny

- 4.1. Performance Scrutiny Committee considered the monitoring report on the Council's performance against the Corporate Plan 2011-12 at its meeting on 23 February 2012. The committee noted the following points for consideration by Cabinet.
 - Whilst the Committee acknowledges that the Council has consistently improved its performance against the majority of performance indicators contained in the suite of indicators, it does have concerns with respect to the indicators which are currently registering a "red" RAG status, those which are currently performing below the Wales median, as well as those which deal with performance in the areas of safeguarding and child protection. It therefore

seeks Cabinet to closely monitor these PIs with a view to improving performance and the associated outcomes for residents.

- Of particular concern to the Committee was the risk posed to the Council of losing up to £250k, or 25% of the maximum overall total, of the Outcome Agreement Grant for 2011-12 due to the fact that, presently, 6 out of the 10 Outcome Agreements between it and the Welsh Government are registering below target performance, and are therefore at risk of being subject to financial limitations. Whilst the Committee acknowledges that a number of these agreements are delivered in partnership with other organisations and are therefore not wholly within the Council's control, and that factors outside of local control such as the current national and global economic climate also impact on the Authority's power to deliver the expected outcomes, it urges Cabinet and officers to ensure that all possible measures have been taken to mitigate the risks to the Council of financial loss with respect to this grant from any lack of actions on its part.
- With respect to the Corporate Project Register the Committee was concerned that the Ysgol Dyffryn Iâl project had a delivery confidence RAG Status of Red/Amber based on the fact that the issue of wayleave negotiations between a utility company, the Council and affected landowners had been delayed pending the appointment of a Wayleaves Officer by the utility company concerned. The Committee is of the view that in future communication channels should be established with utility companies, affected parties and other stakeholders at the earliest possible opportunity to facilitate speedy negotiations and ensure that projects are delivered on time.
- Looking forward to the new Council in May 2012 the Committee feels that it would be useful for a standing working group of four members of Performance Scrutiny Committee to be established to meet regularly with the Corporate Improvement Team and the Head of Internal Audit to discuss any areas of concern with respect to the Council's performance against its PIs, Outcome Agreements etc. It will therefore be recommending to its successor Committee that it considers this proposal as a way of further improving the Council's performance.

REPORT DETAILS

5. 2012 Indicators

- 5.1. The 2012 indicators are the set of national performance indicators chosen by the Council to act as a proxy to evaluate whether we are on track to becoming a "High Performing Council". We will use this set to compare our performance against other local authorities in Wales to establish whether we have become a "High Performing Council" by 2012.
- 5.2. Our most recent annual performance against the 2012 Indicators (figure 1) highlights significant improvements from the baseline (2008-09) of the Corporate Plan.

2012 Indicators

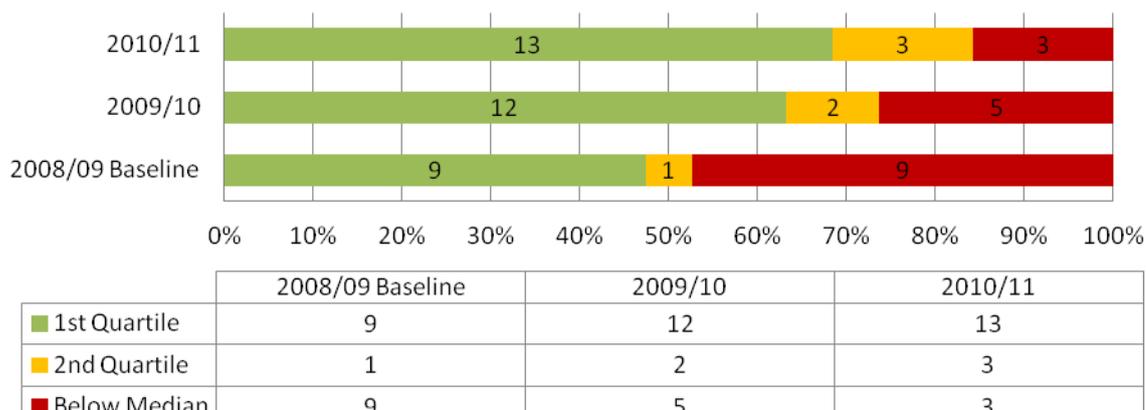


Figure 1 Presents our annual historic performance against the 2012 Indicators.

5.3. The most up-to-date performance data available for the quarterly measures in the 2012 set highlight 3 key indicators where we currently look unlikely to achieve performance above the Wales median for 2011-12:

- The percentage of all pupils who leave compulsory education, training or work-based learning without an approved external qualification
The 2011-12 figures show a decline in performance related to pupils leaving without a qualification. It is highly unlikely that we will perform in the top 2 quartiles for this indicator. During the year 17 pupils were identified as being in danger of leaving without a qualification, of which 11 left without a qualification.
- The percentage of adult protection referrals completed where the risk has been managed
There has been an improvement from Q2 but our performance remains below the projected median and significantly below our upper quartile projection. It is therefore recommended (action plan) that we focus on the management of risk for adult protection referrals to raise our completion rate, but not at the expense of appropriate risk management.
- The percentage of former LAC who are in suitable accommodation (aged 19)
There are 10 young people whom the authority is in contact with. Of these only 6 are deemed to be in suitable accommodation. The remainder shows 3 young people in custody and another who was not in suitable accommodation.

6. The Council's Improvement Objectives

6.1. The Council currently has five Improvement Objectives, four of which relate to our Corporate Priorities (Demographic Change; Regeneration; Modernising Education; and Roads and Flood Defences). The fifth Improvement Objective ("Improving the Council") is based on the work of the Business Transformation Programme, and progress is therefore monitored by the Business Transformation Programme Board.

6.2. The Council aims to deliver nine community focused outcomes associated with our four corporate priorities. A summary of performance against these nine outcomes is provided below, with further details contained within Appendix II.

7. Improvement Objective: Adapting service delivery to address demographic changes

7.1. There are three outcomes relating to our “Demographic Change” Improvement Objective:

- Older people are able to live independently for longer.
- People with learning disabilities are able to live independently for longer.
- Community initiatives meet the needs of an increasing population of older and disabled people

8. Outcome 1: Older people are able to live independently for longer

8.1. This outcome is about enabling older people to live safely and independently in their community, without the need for service provision. To do this we focus on services that promote independence (i.e. intermediate care).

8.2. The current status of this outcome is positive, with the majority of targets met and improvement activity noted as on track. The exception is “carers offered an assessment” and “timely reviews of care plans”.

8.3. After a significant increase in performance back in 2009-10 assessments of carers have been slowly but steadily declining over the past 18 months, attributed to an increase in the numbers of carers identified. Continued work is necessary to improve performance. In addition, the timely review of care plans has been steadily improving throughout the year, although performance needs to continue along this trend if the end year target is to be met. It is therefore recommended (action plan) that we focus on “carers offered an assessment” and “timely reviews of care plans” to continue improvement.

9. Outcome 2: People with learning disabilities are able to live independently for longer

9.1. This outcome aims to enable people with learning disabilities to live safely and independently in their community. To do this we aim to shift the balance from those requiring support in care homes by offering the necessary support to those individuals who can benefit from independent living in their own home.

9.2. The current status of this outcome is positive, with the majority of targets met and improvement activity noted as on track. The exception is “adults with learning disabilities helped to live at home”. The reduction at the beginning of the year was primarily attributed to the end of short term interventions. Since then performance has been slowly increasing, however we remain below target. It is unlikely that current performance will change significantly by the year end so this performance measure may miss its target.

10. Outcome 3: Community initiatives meet the needs of an increasing population of older and disabled people

- 10.1. This outcome is about the Council delivering community initiatives to meet the needs of an increasing population of older and disabled people with the aim of improving the health and wellbeing.
- 10.2. The overall status of this outcome is negative, despite many successful improvement activities and good participation rates in the New Work Connections (NWC) Project (above target), the current outputs from the project are below target. Participation rates in disability sport and the risk management of adult protection referrals are also below target.
- 10.3. The NWC Project has struggled to meet targets citing the economic climate as a critical factor for the low numbers entering employment. The NWC project has been helped by the recent accreditation for the Community Development Agency as a centre for learning which should enable a greater completion rate of qualifications among participants.
- 10.4. The management of risk for adult protection referrals has been below target and below the projected median throughout 2011-12. There is a danger that it will end the year with below median performance. As mentioned earlier (paragraph 5.3) this is one of our 2012 indicators.
- 10.5. The participation in disability sport sessions is lower than expected which has been the result of a vacant post. The disability sport figures are only reflective of disabled people in Denbighshire using our leisure facilities and do not reflect club memberships and figures from activities being delivered through partner agencies. In the absence of a Disability Sport Officer the service worked closely with partners to develop good relationships and deliver a partnership approach offering a range of disability sport opportunities.

11. Improvement Objective: Reducing deprivation, and growing Denbighshire's economy sustainably, by strategically targeting resources

- 11.1. There are three outcomes relating to our "Regenerating Our Communities" Improvement Objective:
- Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales.
 - We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available.
 - The rate of decline in the rural economy will be reduced.

12. Outcome 4: Pockets of high socio-economic deprivation in the northern coastal strip, particularly those in Rhyl, will be tackled to allow them to catch up with other parts of Wales

12.1. This outcome aims to bridge the gap between the most deprived communities in Rhyl and the rest of Wales by focusing on three areas: economy; education; and environment.

12.2. The overall status of this outcome is negative, despite many successful improvement activities a significant number of indicators and performance measures are below target. This hasn't been helped by the recently worsening position of JSA claimants. The Resident's Survey also presents negative results; a decrease in satisfaction with Rhyl as a place to live and an increase in the residents who believe that Rhyl has got worse as a place to live.

12.3. One recommendation, which is already being carried out, is to improve performance for supporting those whose income is below the 60% poverty line. The Welfare Rights Team have committed an additional 10 hours per week overtime to help increase outputs. This indicator is related to our outcome agreement.

12.4. The delivery confidence of the Foryd Harbour projects (Pedestrian and cycle-bridge, public square, quayside building and quay walls) is low (red/amber) (see Corporate Project Register paragraph 20).

13. Outcome 5: We will support sustainable economic growth by: increasing the number and quality of job opportunities; improving opportunities for business growth and start-ups; and ensuring that housing of the required quality and quantity is available

13.1. This outcome is all about what the Council can do to support sustainable economic growth in a wider economic climate through targeted activity.

13.2. The overall status of this outcome is neutral; despite referencing good progress in the range of improvement activities, current reporting indicates balanced performance for the indicators and performance measures.

13.3. The Denbighshire population is more economically active when compare to Wales, with the recent reduction in economic inactivity putting Denbighshire in better position than we were at the start of the Corporate Plan. However, a particular problem presents itself in the form of JSA claimants, where a sharp increase during October to December puts Denbighshire in a worse position than Wales. Some balance is brought by the current ratio for earnings to house prices being at its lowest point in the past six years.

14. Outcome 6: The rate of decline in the rural economy will be reduced

14.1. This outcome focuses on what the Council is doing to improve the condition of the rural economy through the delivery of specific improvement activity.

14.2. The overall status of this outcome is positive with success in the performance measures and completion of the associated RDP Business Plan One projects. The remaining improvement activities are progressing well.

15. Improvement Objective: Modernising the education service to achieve a high level of performance across the county

15.1. There is one outcome relating to our “Modernising Education” Improvement Objective:

- Denbighshire will be within the top 10 performing authorities in Wales for educational attainment.

16. Outcome 7: Denbighshire will be within the top 10 performing authorities in Wales for educational attainment

16.1. This outcome is all about improving educational attainment for children and young people in Denbighshire to enable them to reach their full potential.

16.2. The current status of this outcome is positive. There has been significant improvement in all education indicators except attainment at key stage 1, which fell for the second year running to a worse position than the onset of the Corporate Plan. This has been attributed to the exclusion of two large, successful primary schools in the overall percentage results because they are schools in the foundation phase pilot. The inclusion of their outcomes would have had a positive impact on the overall position. All other indicators show significant improvements in education attainment from the start of the Corporate Plan.

16.3. A number of improvement activities have been completed with the remainder presenting progress as planned. One key activity for the Council was the consultation for the Edeyrnion Review which was completed and the results published in October. The objections were collated in November and sent to the Minister, from whom we expect a decision in spring 2012.

17. Improvement Objective: Securing a Sustainable Road Network and Flood Defences

17.1. There are two outcomes relating to our “Roads and Flood Defences” Improvement Objective:

- Residents and visitors to Denbighshire have access to a safe and well managed road network
- Properties have a reduced risk of flooding

18. Outcome 8: Residents and visitors to Denbighshire have access to a safe and well managed road network

18.1. This outcome reflects our ambition to provide residents and visitors with a safe and well managed road network. The outcome has been extended for 2011-12 to include improvements in road safety and management as well as improving the overall quality of our road network.

18.2. The current status of this outcome is neutral, there is a positive message from the low accident rates involving serious or fatal injury on Denbighshire roads; however minor injury, which was low throughout the year, has shown a recent increase. It is unfortunate that the results of the Resident's Survey are slightly worse this year as the impact of our highways maintenance programme is only now becoming clear through the data surveyed as part of the Road Condition Index.

18.3. The Road Condition Index is taking shape with only 2.8% of the road network yet to be surveyed. The remaining road network will soon be fully surveyed. The current road works showing signs of an improved network reducing the percentage of roads with a poor condition score from 2.8% to 2.6%. This index will now provide the basis for a robust mechanism for monitoring the condition of the road network.

19. Outcome 9: Properties have a reduced risk of flooding

19.1. This outcome is entirely related to our flood defence works, where we seek to protect an increased number of properties from the risk of frequent flood events.

19.2. The current status of this outcome is negative, owing to the WG deciding to not support the Corwen Flood Defence Scheme with the necessary funding. This meant that the indicators would never have succeeded in meeting their targets, although the improvement activity is progressing on track.

19.3. Some focused work is required in order to ensure that we achieve all the planned outputs from the performance measures as they form part of our outcome agreement (see paragraph 23.6). The service has plans in place and continues to work towards the targets.

20. Corporate Project Register

20.1. The corporate project register summarises the delivery confidence of all the projects delivered by the council. The summarised report can be found in Appendix IV. The key projects with a delivery confidence of Red or Red/Amber are highlighted here.

20.2. The Foryd Harbour (Pedestrian and cycle-bridge, public square, quayside building and quay walls) has a delivery confidence of Red/Amber.

The planning consultation for the public square, quayside building and quay walls finishes on 01 February and the application is scheduled to go to the CCBC Planning Committee in March 2012. Work will commence on the detailed design and a construction risk register for the full construction programme of works has been completed and costed.

The detailed design of the bridge is complete and the costs are being collated. The mechanical and electrical costs have increased by £400k; further costs are being sought from alternative suppliers and an option to operate the bridge via CCTV from the Harbour Masters Office could offer a reduction of at least £200k.

The pedestrian and cycle bridge and the Phase 1 harbour works (the quay walls and the formation of the public square), will be run together with the same contractor, albeit with two contracts. The programme and the contract documentation will be developed to ensure that there are no duplications or omissions between the two contracts. A start on site is scheduled for June 2012 and the bridge will be completed and operational at the end of March 2013, in accordance with the requirements of the Sustrans funding.

Phase 2 of the Foryd Harbour Works, (building, boatyard enhancements parking, finishes and wind turbines), will be separately tendered; the delayed start date for work on this second phase allows for settlement of the public square, hence completion is anticipated in December 2013.

A report will go to Cabinet in February seeking permission to award the contracts, thus managing the lead times for materials to facilitate the start date.

20.3. The Ysgol Dyffryn Ial project has a deliver confidence of Red/Amber.

Scottish Power has now allocated a Wayleaves Officer to this case and we have begun liaising with them to assist with negotiations with affected landowners. Until this issue is addressed the Sponsor Confidence remains at Red/Amber. The potential for delay associated with addressing this issue is reflected in an Amber Time Status.

21. Safeguarding and Child Protection

21.1. This outcome was introduced to highlight a number of key national indicators relating to safeguarding and child protection that require focused attention to ensure satisfactory performance.

21.2. The current status of this outcome is neutral, with a balance between successfully meeting targets and areas where additional work is required. Although poor sickness absence in Children and Family Services is showing an improvement on previous years but remains the highest in the council.

Title	Actual	Target	RAG
SCC010 Referrals that were re-referrals	19.7	28.0	Green
SCC014 Timeliness of Child Protection conferences held	97.3	95.0	Green
SCC015 Timeliness of Core Group meetings held	89.6	85.0	Green
SCC034 Timeliness (statutory) of Child Protection Reviews	100	100	Green
SCC016 Timeliness (statutory) Child In Need plan reviews	55.7	78.5	Red
SCC025 Visits (statutory) LAC within regulations	82.3	90.0	Red
SCC043a Timeliness of Core Assessments	70.3	75.0	Amber
SCC043b Average time of Core Assessments (over 35 days)	71.4	n/a	n/a
Sickness Absence in Children and Family Services	11.3	8.15	Red

22. Protection of Vulnerable Adults

- 22.1. The Denbighshire Adult Protection Committee meet on a quarterly basis to develop, monitor and evaluate the practice of the adult protection procedures and to promote joint working between partner agencies. There is also a North Wales Adult Protection Forum that meets on a quarterly basis.
- 22.2. We are still awaiting a Welsh Government response to the review of 'In Safe Hands' and the All Wales Adult Protection Procedures was launched on 01.04.2011 as an Interim Policy in anticipation that there may be other changes implemented due to the result of the review.
- 22.3. Denbighshire's performance against the Protection of Vulnerable Adults (POVA) performance indicator for Q3 2011 show that 87.2% of POVA cases demonstrated that the risk to adults at risk was removed or reduced. As mentioned earlier (paragraph 5.3) this is one of our 2012 indicators.

23. Outcome Agreement

23.1. Each local authority in Wales has developed an Outcome Agreement with the Welsh Government, which sets out how each council will work towards improving outcomes for local people within the context of the Welsh Government's national priorities. By their nature, most outcomes for the citizens of any local area cannot be delivered by one organisation alone. As a result, Outcome Agreements must have a strong collaborative element, as well as evidence of partnership working in order to have the greatest impact. A summary of our Outcome Agreement is attached at Appendix III. The outcome agreements where we believe there is the potential to lose points are highlighted here.

23.2. The current worst case scenario predicts the loss of seven points presenting the potential to lose £250k from the Outcome Agreement Grant payment for 2011-12.

23.3. Outcome Agreement 3

Where we are unable to meet the targets for indicators we are likely to be penalised. As we are below target on all indicators is the potential to lose all points, however additional actions have been implemented by the service which may be enough to mitigate some of the problems reducing the lose to a potential 1 or 2 point deduction.

23.4. Outcome Agreement 4

The Hyfrydle service has been delayed due to issues with financing from Health. We have implemented interim arrangements and have pursued the project. It is out of our control and we can demonstrate attempts to deliver the project. There is the potential to lose 1 point, although we hope that WG will not penalise us on the grounds that we can evidence our efforts to deliver the outcome. There is little more we can do to influence the delivery of this outcome.

23.5. Outcome Agreement 5

The potential for 2 points to be deducted as 2 key targets missed, although losing 1 point is the best case scenario. There is nothing more we can do to influence this outcome as the targets have already been missed

23.6. Outcome Agreement 8

Even though this is currently below target, it is still achievable. A plan has been developed by the service to increase the number of people accessing information via electronic mediums. It is hoped that this action will help us to achieve the target and therefore remove the risk of any points being deducted. This needs to be monitored to ensure the target is met and the Corporate Improvement Team expect an update on progress in mid-February.

23.7. Outcome Agreement 9

We have the potential for 1 or 2 points to be deducted if we miss the key target for participation. The current count is 20,000 short, which needs to be made up in the final quarter. It is not clear whether anything further (additional resource etc) could be done to ensure the minimum target is met.

23.8. Outcome Agreement 10

Even though this is currently below target, the service remains confident of being able to achieve this, which would remove the risk of any points being deducted. The Procurement Team is aware that two of the partially completed services need to be finalised by the end of March to ensure the target is met.

24. How does the decision contribute to the Corporate Priorities?

24.1. The information in this report is an overall progress update of the indicators and activity that make up the Corporate Plan. The end result is an evaluation of the likelihood of success for each outcome, and by association, each Improvement Objective. Further detail relating to the performance of each Improvement Objective is attached at Appendix II.

25. What will it cost and how will it affect other services?

25.1. The Council is in receipt of an annual Outcome Agreement Grant to the maximum sum of £1m. The outcome agreements run for a 3 year period from 2010-11 to 2013-14. Each year the Council is evaluated by WG to ascertain how successful we have been then a proportional payment is made. Success is determined by a score, where the 10 outcomes can each score a potential 3 points, with a maximum of 30. In order to receive full payment (100%) we have to score between 25-30 points. A score of 20-24 equates to 75% of the £1m (£250k), 15-19 equates to 50% (£500k) and a score below 15 equates to 0% (£1m).

25.2. Any additional resource requirement (staffing or financial) will be determined and met by the service responsible for carrying out the activity.

25.3. The Corporate Plan 2011-12 has been equality impact assessed, highlighting the need for additional equality impact assessments to be undertaken on specific projects and actions.

26. What consultations have been carried out?

26.1. The report was circulated to SLT on the 06 February 2012 giving the opportunity to discuss the report. The revised report was then agreed by the Leader of the Council and Head of Business Planning and Performance before being submitted to Cabinet.

27. Chief Finance Officer Statement

27.1. Section 24 outlines the potential cost implications of not meeting the outcome agreement targets. Current performance suggests there is a risk of scoring less than 25 points which would mean a reduction in the grant allocation of £250k. Given that this will not be clear until after the end of the financial year any shortfall would, at least initially, have to be met from balances.

28. What risks are there and is there anything we can do to reduce them?

28.1. Slippage against the Council's targets within the Corporate Plan creates a number of risks, including: financial risk from inefficient delivery; risk to the community through a failure to deliver quality services; and reputation risk from poor comparative performance with other authorities and regulatory reports. In addition, a financial risk is presented from the potential to lose up to 25% (£250k) of the outcome agreement grant during 2011-12 if we fail to successfully deliver on the planned outcomes. There are no risks associated with agreeing the recommendations.

29. Power to make the Decision

29.1. Performance management and monitoring is a key element of the Wales Programme for Improvement 2010 which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

30. Action Plan

ACTION	BY WHOM	BY WHEN	SCRUTINY LEAD
Focused work on risk management for adult protection referrals (2012 Indicator)	Phil Gilroy	31/03/2012	Cllr B. Feeley
Focused work on the indicators "carers offered an assessment" and "timely reviews of care plans" to meet our minimum target	Phil Gilroy	31/03/2012	Cllr B. Feeley