

## ISLE OF ANGLESEY COUNTY COUNCIL Scrutiny Report Template

<b>Committee:</b>	CORPORATE SCRUTINY
<b>Date:</b>	19 MARCH 2019
<b>Subject:</b>	SCORECARD MONITORING REPORT - QUARTER 3 (2018/19)
<b>Purpose of Report:</b>	TO CHALLENGE PERFORMANCE
<b>Scrutiny Chair:</b>	COUNCILLOR ALED M JONES
<b>Portfolio Holder(s):</b>	COUNCILLOR DAFYDD RHYS THOMAS
<b>Head of Service:</b>	CARYS EDWARDS
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<b>Local Members:</b>	n/a

### 1 - Recommendation/s

- 1.1** This is the third scorecard of the financial year 2018/19.
- 1.2** It portrays the position of the Council against its operational objectives as outlined and agreed at the start of the year. It recognizes the very good performance of our services, the best performance against our performance indicators at the end of quarter 3 since we began following and tracking performance as a Council in this form.
- 1.3** The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows –
- 1.3.1 Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q4. Particular emphasis is given to those indicators which have seen a declining trend quarter upon quarter to ensure performance does not decline further during Q4.
- 1.3.2 A continued focus is made on maintaining/improving attendance at work with the support of the Corporate Sickness Absence Co-ordinator. Priority needs to be given to improving the sickness levels in:
- Adult Services
  - Highways, Waste & Property Services; and
  - The Learning Service, which has refined its sickness improvement plan for Primary Schools that will be realized during quarter 4 and 1 of the new year.
- 1.3.3 The newly established Transforming Business Processes Board should consider how the Customer Service Indicators should be monitored as part of their developing work on the Customer Service Strategy to ensure that there is a proactive approach to improving customer service.

1.3.4 The new Children & Family Services procedure for responding to complaints is implemented in order to reduce the number of complaints and improve the rate of written responses to complaints within timescales.

1.3.5 Continued scrutiny of corporate financial management and the remedial actions are undertaken by Heads of Service to in manage the budgets they can control

**1.4** The Committee is asked to recommend the mitigation measures outlined above.

## **2 – Link to Council Plan / Other Corporate Priorities**

Used as part of the monitoring of the Council Plan

## **3 – Guiding Principles for Scrutiny Members**

**To assist Members when scrutinising the topic:-**

**3.1** Impact the matter has on individuals and communities [**focus on customer/citizen**]

**3.2** A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]

**3.3** A look at any risks [**focus on risk**]

**3.4** Scrutiny taking a performance monitoring or quality assurance role [**focus on performance & quality**]

**3.5** Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

[**focus on wellbeing**]

## **4 - Key Scrutiny Questions**

1. There is a reported decline in aspects of performance in the planning service during Qtr 3. What additional mitigation measures have been considered in order to have a positive impact on performance by year end?
2. What measures will be introduced to mitigate sickness levels in adults, learning and highways, waste and property services?
3. Timely response to complaints by Children's Services is reported as an issue in Qtr3. What additional role should the Children's Services Improvement Panel play in constructive scrutiny and monitoring improvements?
4. The report discusses continued financial pressures in Children's Services, Adults and Learning. What further contribution can the Finance Scrutiny Panel

make in constructive challenge and monitoring of financial performance and mitigation measures put in place by Services to alleviate budget pressures?

#### **5 – Background / Context**

- 1.1 One of the Council's aims under the Wales Programme for Improvement is to secure the means by which continuous improvement can be evidenced and presented across the different services. To that end, on an annual basis, a performance report is drafted to be published by end of October, which demonstrates progress or not (as the case may be).
- 1.2 This quarterly scorecard reporting has been developed in parallel with that annual work-stream to identify and inform Council leaders of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day activities and assists in providing the evidential base from which the performance report is drafted.
- 1.3 This year's indicators included in the scorecard were decided upon by the Senior Leadership Team, the Executive and Shadow Executive following guidance from Head of Services and the scorecard (Appendix 1) portrays the current end of Q3 position and will be considered further by the Corporate Scrutiny Committee and the Executive during March 2019.

#### **6 – Equality Impact Assessment [including impacts on the Welsh Language]**

n/a

#### **7 – Financial Implications**

n/a

#### **8 – Appendices:**

Appendix A - Scorecard Monitoring Report – Quarter 3, 2018/19 & Scorecard  
 Appendix B – Programmes and Projects Performance Dashboard – Quarter 3  
 Appendix C - Revenue Out-turn Forecast for the Financial Year ending 31 March 2019 – Quarter 3

#### **9 - Background papers (please contact the author of the Report for any further information):**

- 2018/19 Scorecard Monitoring Report - Quarter 2 (as presented to, and accepted by, the Executive Committee in November 2018).

## SCORECARD MONITORING REPORT – QUARTER 3 (2018/19)

### 1. INTRODUCTION

- 1.1 This quarterly scorecard reporting has been developed in parallel with the annual work-stream of the performance report to identify and inform Council leaders of progress against indicators which explicitly demonstrates the successful implementation of the Council's day to day activities and assists in providing the evidential base from which the performance report is drafted.
- 1.2 This year's indicators included in the scorecard were decided upon by the Senior Leadership Team, the Executive and Shadow Executive following guidance from Head of Services and the scorecard (Appendix 1) portrays the current end of Q3 position and will be considered further by the Corporate Scrutiny Committee and the Executive during March 2019.

### 2. CONTEXT

- 2.1 This is the sixth year of collating and reporting performance indicators in a co-ordinated manner. The Council is seeing trends being established with regards to a number of those indicators and the comments by SLT / Scrutiny and the Executive are having an impact on operational delivery.
- 2.2 This impact is reflected in the way the Council compares favourably on a national basis against a number of indicators which are collated annually.
- 2.3 Further analysis of the overall performance can be gained through the Annual Performance Report which can be found by visiting the following website: <http://www.anglesey.gov.uk/councilplan>

### 2.4 PERFORMANCE MANAGEMENT

- 2.4.1 At the end of Q3 it is encouraging to note that the majority of performance indicators are continuing the good performance seen in the Q2 report. This is much improved to the same position at the end of Q3 in 2017/18. This continued good performance across our services into Q4 is now the priority.
- 2.4.2 Whilst this report portrays a positive story it is noted that 3 of the 30 indicators reported quarterly are underperforming against their annual target for the year. These are highlighted as being Red or Amber in colour on the scorecard itself and are discussed below.
- 2.4.3 Two indicators within Adult Services which had underperformed during Q3 –

- (i) 11) PM20a – RED - The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later. The performance here was 33% at the end of Q3 against a target of 50%.

This indicator deals with a small number of cases and therefore performance can fluctuate considerably from quarter to quarter. In Q3, as a result of the re-ablement intervention that the service has provided, there has been an increase in the package of care for an additional individual supported as opposed to a reduced package of care. This reflects the nature of their presenting illnesses.

Into Q4, we will review the current reablement service and will consider methods of data collection that provides more detailed outcomes and rationale for ongoing interventions.

- (ii) 07) PAM/025 (PM19) – RED - The Rate of people kept in hospital while waiting for social care per 1000 population aged 75+. The performance of this indicator was 5.61 at the end of Q3 against an annual target of 3.

It is acknowledged that there was a high rate of Delayed Transfer of Care (DTC) particularly during the first two quarters of the year. In the Q2 Scorecard report, it was anticipated that the newly commissioned patch based Domiciliary Care contract would make a positive impact in the figures. This can be seen in the performance in Q3 (1.53) where there was an improvement on the performance seen in Q2 (1.79) and Q1 (2.30). This is a significant improvement of 0.77 days on the Q1 rate and recognizes that the new home care contracts is having a favourable effect on the performance of this indicator.

We are currently working towards ensuring that we have sufficient reablement capacity to meet increasing demand to address any concern in performance during Q4. Increasing DTC figures could also be down to incorrect coding of clients, and we are working collaboratively with our Health Board colleagues to secure a more robust data coding process.

#### 2.4.4 One indicator within Regulation & Economic Development has underperformed during Q3 –

21) PAM/018 – AMBER- The percentage of all planning applications determined in time. The cumulative performance up to the end of Q3 was 82% against a target of 90%. The performance for Q3 alone was 74% and is the main reason for now being below target.

The main reasons for the underperformance was due to the absence of a Senior Planning Officer during a substantial proportion of the quarter and a heavy workload in shaping the new planning system while coping with the requirements of GDPR.

To improve the performance into Q4, we will ensure that systems are in place to agree on a definite timetable for any extension in time where applications can be brought to an early decision while deficient applications will be determined through refusal.

#### 2.4.5 The remaining indicators reported for Q3 are all ragged **GREEN** or **YELLOW** within the performance management section and have performed well against their targets. There continues to be a number of trend arrows that are declining despite an improvement in Q3 compared to Q2. These trends will need to be monitored by Services into Q4 to ensure that the good performance up to now is maintained.

#### 2.4.6 The Social Services national comparator data was published by the Welsh Government during Q3, however once again this year the publication was not statistically reliable and the release is an experimental release. The report states that *“these statistics are published as experimental statistics reflecting the scale of change continuing to happen in social services and ongoing system changes”*.

As a result we were unable to review the targets because of this, however the current targets remain challenging ones for the year.

**2.4.7** *In order to maintain and improve our national performance and standing as a good achieving council, the SLT recommends –*

**2.4.7.1** Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q4. Particular emphasis is given to those indicators which have seen a declining trend quarter upon quarter to ensure performance does not decline further during Q4.

**2.4.8** Appendix B shows the whole programme of work which the two Corporate Transformation Programme Boards are overseeing. The issues highlighted are being managed and tracked accordingly via the Boards which meet on a quarterly basis.

## **2.5 PEOPLE MANAGEMENT**

**2.5.1** The management of our people is a crucial aspect of the Council's corporate management which enables us (when managed sufficiently) to continue with our aim of improving the delivery of our services for the people of Anglesey. A good and healthy workforce engenders a good and improving provision of service.

**2.5.2** Attendance at work is an area which is reported on monthly and analysed to ensure improvement. Quarter 3 showed a score of 2.69 Working Days Lost (WDL) per FTE which is a near identical score to that of Quarter 3 for 2017/18. The cumulative score of Q1 to Q3 is 7.44 WDL per FTE (indicator 3 on scorecard under people management).

**2.5.3** There continues to be assurance that Services are following procedures in line with the managing absence policy. This can be seen in the RTW and ARM Q3 results (items 6-8 on the scorecard under people management).

**2.5.4 The SLT therefore recommends –**

**2.5.4.1** A continued focus is made on maintaining/improving attendance at work with the support of the Corporate Sickness Absence Co-ordinator. Priority needs to be given to improving the sickness levels in:

- Adult Services,
- Highways, Waste & Property Services; and
- Learning Service, which has refined its sickness improvement plan for Primary Schools that will be realized during quarter 4 and 1 of the new year.

## **2.6 CUSTOMER SERVICE**

**2.6.1** Up to the end of Q3, users used AppMôn technology to submit 3k reports (including fly tipping, faulty street lighting, compliments or complaints, broken pavements, sports club database forms and ordering recycling bins). This is up from the 1.5k reports for Q3 17/18. 84% of these reports have come through the website which is in the process of being updated and refreshed.

**2.6.2** A new indicator for this year is the number of registered users we have on AppMôn and the Council Website which has increased by over 1700 users from the end of Q2 to 6607 at the end of Q3. This is positive as this has happened despite the new Council website release being delayed slightly due to technical difficulties. It is anticipated that

once the new website is in place this will encourage a greater use of online forms and online contact. It is also expected that online web payment numbers will also increase.

**2.6.3** Our social media presence increased once again during Q3 to 29k followers. This is shared between Facebook (13k followers), Twitter (15k followers) and Instagram (1k). These modes of communication are continuing to increase and the flow of information distributed and received via these channels will only increase further, changing the way by which residents and others communicate with us as a Council. A good example of the reach of Social Media was seen during the Initial Budget Proposals Consultation undertaken at the end of 2018 where over 5000 responses were received to the proposals, significantly higher than any previous year.

**2.6.4** Regarding Customer Complaints Management, due to long term sickness within the team who collates the statistics on behalf of the Council, we are unable to report on Customer Complaints or FOI for the quarter (excluding Social Services who report differently). Whilst we do not have the statistics available from the services collated on behalf of the Council, the Services continue to monitor the Complaints and FOI requests in the same manner as they have done in the past. The end of year figures will be presented in the Q4 report which will include the missing Q3 statistics.

**2.6.5** Within Social Services there were 5 Stage 2 complaints (Adult Services [4], Children & Family Services [1]) and 38 Stage 1 Complaints (Children's Services [27], Adult Services [11]) received up to the end of Q3. Of these complaints, a total of 50% (Red on the scorecard) have been responded to within timescale with 19 late responses (Children & Family Services [13] and Adult Services [6]). Although the Children & Family Services failed to send written responses within timescale for 13 of the 27 Stage 1 complaints, 22 of the 27 (81%) had held a discussion with the complainant within timescales.

#### **2.6.6 The SLT therefore recommends –**

**2.6.6.1** *The newly established Transforming Business Processes Board should consider how the Customer Service Indicators should be monitored as part of their developing work on the Customer Service Strategy to ensure that there is a proactive approach to improving customer service.*

**2.6.6.2** *The new Children & Family Services procedure for responding to complaints is implemented in order to reduce the number of complaints and improve the rate of written responses to complaints within timescales.*

## **2.7 FINANCIAL MANAGEMENT**

**2.7.1** A total overspend of £1.589m is projected for the year-ending 31 March 2019, a significant improvement on the forecast overspend of £2.660m at Quarter 2. £2.972m of the predicted overspend for 2018/19 is on service budgets, which are made up of a number of over and underspends. The Services that are still experiencing significant budgetary pressures are similar to 2017/18 (Children and Families Services and Learning). The Adults Services budgets are also under pressure due to increasing demand. The Heads of Service are aware of the issues and are working to reduce the level of overspending which is within their control by the year-end. Corporate Finance is expected to underspend by £1.210m and Council Tax, which includes the Council Tax Premium, is forecast to collect a surplus of £0.173m. The overall overspend is, therefore, reduced to £1.589m. The projected level of overspend is 1.21% of the

Council's net budget. There is concern about the impact of this level of overspend on general balances, should the overspend materialise.

- 2.7.2** The projected overspend is an improvement on quarter 2 but it should not be lost that there is still a predicted overspend of £3.5m on the Council's 3 main services (Education, Children's Services and Adult Services) and action needs to be taken to address the shortfall in funds, the cost of providing the service and to control the demand for services. Management are aware of the issues and are working to close the gap between the budget and the expenditure, through increasing the budget allocated in 2019/20, increasing the capacity in alternative, less costly forms of service delivery and looking to reduce the demand for services.
- 2.7.3** Although this level of overspending can be funded from general reserves in 2018/19, it will deplete the general reserves to a figure well below the generally accepted minimum. It will be necessary during the 2019/20 or 2020/21 budget setting process to fund the underlying level of overspending and to begin the process of replenishing the general balances. This is a prudent approach and is necessary to ensure the long-term financial viability of the Council.
- 2.7.4** Forecasts are subject to change as new information becomes available. However, with regular scrutiny from the SLT and if remedial action is taken by Heads of Services, these will help the services manage within the budgets they can control.
- 2.7.5** The SLT therefore recommends that –
- 2.7.5.1** Continued scrutiny of corporate financial management and the remedial actions are undertaken by the Heads of Service to assist the services in managing within the budgets they can control.

### **3. RECOMMENDATIONS**

- 3.1** The Committee is requested to scrutinise the scorecard and note the areas which the Senior Leadership Team are managing to secure improvements into the future. These can be summarised as follows –
- 3.1.1** Underperformance is recognised and managed with mitigation measures completed to aide improvement during Q4. Particular emphasis is given to those indicators which have seen a declining trend quarter upon quarter to ensure performance does not decline further during Q4.
- 3.1.2** A continued focus is made on maintaining/improving attendance at work with the support of the Corporate Sickness Absence Co-ordinator. Priority needs to be given to improving the sickness levels in:
- Adult Services,
  - Highways, Waste & Property Services; and
  - Learning Service, which has refined its sickness improvement plan for Primary Schools that will be realized during quarter 4 and 1 of the new year.
- 3.1.3** The newly established Transforming Business Processes Board should consider how the Customer Service Indicators should be monitored as part of



their developing work on the Customer Service Strategy to ensure that there is a proactive approach to improving customer service.

**3.1.4** The new Children & Family Services procedure for responding to complaints is implemented in order to reduce the number of complaints and improve the rate of written responses to complaints within timescales

**3.1.5** Continued scrutiny of corporate financial management and remedial actions undertaken by the Heads of Service to manage the budgets they can control.

**3.2** The Committee is asked to accept the mitigation measures outlined above.



Appendix A - Cerdyn Sgorio Corfforaethol - Corporate Scorecard Ch-Q3

Gofal Cwsmer / Customer Service	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 17/18 Result	Canlyniad 16/17 Result
<b>Siarter Gofal Cwsmer / Customer Service Charter</b>						
01) No of Complaints received (excluding Social Services)	-	-	-	53	71	71
02) No of Stage 2 Complaints received for Social Services	-	-	5	-	9	8
03) Total number of complaints upheld / partially upheld	-	-	-	-	28	25
04a) Total % of written responses to complaints within 20 days (Corporate)	-	-	-	80%	92%	93%
04b) Total % of written responses to complaints within 15 days (Social Services)	Coch / Red	⇒	50%	80%	-	-
05) Number of Stage 1 Complaints for Social Services	-	-	38	-	51	54
06) Number of concerns (excluding Social Services)	-	-	-	-	112	191
07) Number of Compliments	-	-	-	-	753	566
08) % of FOI requests responded to within timescale	-	-	-	80%	78%	77%
09) Number of FOI requests received	-	-	-	-	919	1037
<b>Newid Cyfrwng Digidol / Digital Service Shift</b>						
10) No of Registered Users on AppMôn / Website	-	↑	6607	-	-	-
11) No of reports received by AppMôn / Website	-	↑	3026	-	2k	1k
12) No of web payments	-	↓	8.6k	-	11k	-
13) No of telephone payments	-	↓	4.1k	-	5k	-
14) No of 'followers' of IOACC Social Media	-	↑	29k	25k	25k	21k
15) No of visitors to the Council Website	-	↓	607k	-	820k	715k

Rheoli Pobl / People Management	CAG / RAG	Tuedd / Trend	Canlyniad / Actual	Targed / Target	Canlyniad 17/18 Result	Canlyniad 16/17 Result
01) Number of staff authority wide, including teachers and school based staff (FTE)	-	-	2255	-	2252	2258
02) Number of staff authority wide, excluding teachers and school based staff(FTE)	-	-	1260	-	1244	1303
03a) Sickness absence - average working days/shifts lost	Ambr / Amber	↓	7.44	7.07	9.96	11.68
03b) Short Term sickness - average working days/shifts lost per FTE	-	-	3.27	-	4.63	11.68
03c) Long Term sickness - average working days/shifts lost per FTE	-	-	4.17	-	5.32	6.79
04a) Primary Schools - Sickness absence - average working days/shifts lost	Coch / Red	↓	8.75	6.76	10.39	-
04b) Primary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	3.61	-	4.85	-
04c) Primary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	5.14	-	5.55	-
05a) Secondary Schools - Sickness absence - average working days/shifts lost	Gwyrdd / Green	↓	6.39	6.76	9.67	-
05b) Secondary Schools - Short Term sickness - average working days/shifts lost per FTE	-	-	3.37	-	5.32	-
05c) Secondary Schools - Long Term sickness - average working days/shifts lost per FTE	-	-	3.02	-	4.35	-
06) % of RTW interview held within timescale	Melyn / Yellow	↓	79%	80%	73%	84%
07) % of RTW interview held	Ambr / Amber	↓	88%	95%	85%	-
08) % of Attendance Review Meetings held	Ambr / Amber	↑	71%	80%	69%	-
09) Local Authority employees leaving (%) (Turnover) (Annual)	-	-	-	-	11%	-
10) % of PDR's completed within timeframe (Q4)	-	-	-	80%	90.50%	-
11) % of staff with DBS Certificate (if required within their role)	-	-	-	-	-	98%
12) No. of Agency Staff	-	-	12	-	12	26

Rheolaeth Ariannol / Financial Management	CAG / RAG	Tuedd / Trend	Cyllideb / Budget	Canlyniad / Actual	Amrywiant / Variance (%)	Rhagolygon o'r Gwariant / Forecasted Actual	Amrywiant a Ragwelir / Forecasted Variance (%)
01) Budget v Actuals	Coch / Red	↑	£99,185,657	£102,306,176	3.15%	-	-
02) Forecasted end of year outturn (Revenue)	Coch / Red	↑	£130,900,250	-	-	£132,490,051	1.21%
03) Forecasted end of year outturn (Capital)	-	-	£45,560,000	-	-	£23,472,000	-48.48%
04) Achievement against efficiencies	Ambr / Amber	↑	£2,521,500	-	-	£2,261,500	-10.31%
05) Income v Targets (excluding grants)	Gwyrdd / Green	-	-£14,797,787	-£17,642,382	19.22%	-	-
06) Amount borrowed	-	-	£11,063,000	-	-	£7,194,000	-34.97%
07) Cost of borrowing	-	↓	£4,494,993	-	-	£4,030,882	-10.33%
08) % invoices paid within 30 days	-	↓	-	91.67%	-	-	-
09) % of Council Tax collected (for last 3 years)	Gwyrdd / Green	↑	-	99.00%	-	-	-
10) % of Business Rates collected (for last 3 years)	Gwyrdd / Green	⇒	-	98.70%	-	-	-
11) % of Sundry Debtors collected (for last 3 years)	Melyn / Yellow	↑	-	97.30%	-	-	-
12) % Housing Rent collected (for the last 3 years)	-	↑	-	100.65%	-	-	-
13) % Housing Rent collected excl benefit payments (for the last 3 years)	-	↑	-	101.47%	-	-	-

Attachment B

This document is contained within the quarterly scorecard monitoring report which is presented to the Corporate Scrutiny Committee and The Executive every quarter to provide a brief high-level update as to the status of work which is applicable and reports to both the -

- ***Transforming Services Programme Board and the;***
- ***Corporate Governance Programme Board***

The key ragging for the said document is as follows –

RAG:

Completed

Project has been completed

On Track

Project is developing as expected and is on track

Behind Schedule

The Project needs key decisions / support

Late

The Project is late and is falling behind expected timelines

White

The Project has not started to date

<b>Transformation Services Programme Board</b>		
<b>Programme/Project</b>	<b>Related Projects</b>	<b>RAYG and brief Update</b>
<b>School Modernisation</b>	<b>Bro Rhosyr a Bro Aberffraw</b>	The completion date for building <b>Ysgol Santes Dwynwen</b> at Newborough is on track and it is set to open at the end of April 2019.
	<b>Llangefni Area</b>	<b>Ysgol Bodffordd, Ysgol Corn Hir and Ysgol Henblas</b> Statutory notice was published and the Outline Business Case was accepted by Welsh Government. <b>Ysgol y Graig and Ysgol Talwrn</b> Design and cost are being developed. Statutory notice has been published.
	<b>Seiriol + South East</b>	Design and cost being developed to extend <b>Ysgol Llandegfan</b> and <b>Ysgol Llangoed</b> . Statutory notice has been published.
	<b>Ysgol Syr Thomas Jones and the areas Primary schools.</b>	Engagement meetings were held between 05/11/18 – 14/12/18. Working on analysing the results.
	<b>Post 16</b>	Engagement meetings were held between the 19/11/18 – 16/12/18. Working on analysing the results.
<b>Adult Social Care -</b>	<b>Llangefni Extra Care</b>	Panel to continue to assess individuals for a code to be eligible for Hafan Cefni in accordance with the criteria.
	<b>South of the Island Extra Care</b>	The Executive agreed that the Ysgol Beaumaris site is used to develop an Extra Care Housing scheme within the Seiriol area.  Now that a decision has been agreed with regards to the future of Ysgol Beaumaris, the development of the site will be considered.
	<b>Housing with Internal Support</b>	The new aim of the project is to retain the service internally within the Council but to re-model in order to achieve financial savings.
	<b>Housing with External Support</b>	The aim of the project is to re-model and redesign the services in close consultation with the requirements of the Supporting People Programme.
	<b>Re-tendering of Home Care Services</b>	Completed the programme of transferring service users from the old provider to the new one (66 users). Initiating new monitoring arrangements in partnership with health.
	<b>Internal Day Care</b>	Developing the vision for day opportunities and implementation timetable. Agreed to prioritise the action on raising the fate of HR clients involved in the savings programme for 2019.

<b>Transformation of Libraries, Youth Services, Museums, Culture and Market Hall</b>	<b>Transformation of Museums and Culture</b>	<p>Melin Llynonn and Roundhouses – Advertised in a specialist magazine in June 2018 to try and attract a commercial bid for the site.</p> <p>Beaumaris Court and Goal – Work in partnership with Beaumaris Town Council to transfer the assets.</p>
	<b>Remodelling of Library Service</b>	<p>The process for restructuring the workforce to be in place by Q2</p> <p>Work is continuing with transferring the community libraries to Beaumaris and Rhosneigr.</p> <p>Moelfre and Newborough Libraries have now been closed.</p> <p>Cemaes will remain open for the year after the local community agreed funding to continue the library provision over the short term</p>
	<b>Market Hall, Holyhead</b>	<p>Project to be completed in May 2019. Problems with Phase 2 works has delayed the project.</p>
<b>Gypsy Traveller sites</b>		<p>Star site – tender starting Feb 2019 and to be on site by May 2019.</p>
<b>Increase levels of recycling</b>		<p>Please see Scorecard KPIs 16 + 17 for Q1 achievement</p>
<b>Flood alleviation work</b>		<p>Building works have started in Beaumaris.</p> <p>Nant y Felin, Pentraeth works have been postponed to start in March 2019.</p>
<b>Leisure Modernisation Strategy</b>		<p>Public Consultation has been completed and the responses are currently being analysed.</p>

<b>Corporate Governance Programme Board</b>		
<b>Programme/Project</b>	<b>Related Projects</b>	<b>RAYG and brief Update</b>
<b>Resource Plan – Northgate</b>		<p>MyView Dashboard – Considering opening training sessions in the new year to support staff who are yet to log in. Accessibility in Llangefni library is still outstanding, new computers are planned in Feb 2019.</p> <p>Payslips – If staff have tried to print payslips in the library, project board have agreed to print payslips.</p>

		<p>Web Recruitment – live on the 09/11/18. Organised a 3 month review in Jan 2019 to see progress.</p> <p>Mileage and Expenses – full roll out of electronic travelling claims in Jan 2019 (excluding homecare).</p>
<b>Customer Service Excellence</b>	<b>Cyswllt Môn Expansion Programme / Face to Face Contact</b>	<p>Project back on track following the upgrade to all PC's in libraries.</p> <p>Pilot to commence Jan 2019 in Amlwch and Menai Bridge for 4 months followed by a review of the data which will be presented to the board with recommendations for future delivery.</p>
	<b>Telephone Contact and Channel Shift</b>	<p>(ON HOLD)Each Contact Centre has gone live successfully without disruption to the public.</p> <p>There is an evidenced improvement in the number of missed calls in those services who have gone live (up to 80% reduction in dropped calls.)</p>
	<b>CRM</b>	<p>Telephony Integration – ShoreTel upgrade significantly changes the user experience.</p> <p>Waste Management – Specification developed. Awaiting quotation.</p> <p>Blue Badge Integration – Progressing well. Forms built and integrated.</p>
<b>Alternative Delivery Models</b>		<p>Work on ADM's is on-going and will be continuously be exploring new options available.</p> <p>School Taxi Contract – gone live January 19, project on time and completed.</p> <p>School Grass Cutting – gone live January 19, project in time and completed.</p> <p>Re-Tender Oriol Mon Café – out to tender and bids were closed w/c 14/01/19.</p>
<b>Energy Efficiency</b>		<p>Plan for 2018/19 presented to Programme Board and being implemented.</p> <p>Further refit development work on-going to identify opportunities for future years.</p> <p>Refit Cymru programme has started following appointment of Larkfleet as the Refit partner.</p>
<b>Implementation of ICT Strategy</b>		<p>The Digital IT Strategy – 'Digital Island' has been approved and covers 2016-2020.</p>

Attachment B

		Current issues with the website – working with supplier to resolve all issues.
<b>Scrutiny Improvement Plan</b>		On track
<b>Communication Strategy</b>		Revised Communication Strategy being developed – adapting existing draft and awaiting further feedback.



## APPENDIX C

**Projected Revenue Outturn for the Financial Year Ending 31 March 2019 – Quarter 3**

Service/Function	2018/19 Annual Budget	Q3 2018/19 Budget Year to Date	Q3 Actual & Committed spend	Q3 2018/19 Variance	Q3 Actual & Committed Spend	Estimated Expenditure to 31 March 2019 at Q3	Estimated Outturn 31 March 2019 over/ (under) at Q3	Estimated Outturn 31 March 2019 over/ (under) at Q2	Estimated Outturn 31 March 2019 over/ (under) at Q1	2018/19 Projected Over/ (Under)spend as a % of Total Budget	Draft Over/ (underspend) Last Year 2017/18
	£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	%	£'000
<b><u>Lifelong Learning</u></b>											
Delegated Schools Budget	43,129	32,845	32,845	(0)	0.00%	43,129	0	0	0	0.00%	0
Central Education	4,285	4,347	4,887	540	12.42%	4,874	589	627	540	13.74%	893
Culture	1,321	1,131	1,078	(53)	-4.70%	1,221	(100)	(113)	(70)	-7.57%	(147)
<b><u>Adult Services</u></b>	24,599	18,068	19,407	1,339	7.41%	25,634	1,035	866	112	4.21%	215
<b><u>Children's Services</u></b>	8,318	6,802	8,696	1,893	27.83%	10,327	2,009	2,032	1,283	24.15%	1,778
<b><u>Housing</u></b>	1,052	1,538	1,410	(128)	-8.33%	1,007	(45)	(15)	25	-4.28%	7
<b><u>Highways, Waste &amp; Property</u></b>											
Highways	6,340	5,891	6,206	315	5.35%	6,233	(107)	(84)	5	-1.69%	(100)
Property	978	869	906	37	4.27%	1,014	36	70	142	3.68%	55
Waste	7,490	5,727	5,305	(422)	-7.37%	7,233	(257)	3	20	-3.43%	(63)
<b><u>Regulation &amp; Economic Development</u></b>											
Economic Development	1,733	1,700	1,563	(137)	-8.04%	1,614	(119)	(50)	0	-6.87%	(10)
Planning and Public Protection	1,950	1,534	1,358	(176)	-11.46%	1,900	(50)	45	46	-2.56%	9
<b><u>Transformation</u></b>											
Human Resources	1,251	959	943	(16)	-1.64%	1,236	(15)	(8)	0	-1.20%	(61)
ICT	2,354	1,751	1,872	121	6.91%	2,466	112	247	327	4.76%	45



Service/Function	2018/19 Annual Budget	Q3 2018/19 Budget Year to Date	Q3 Actual & Committed spend	Q3 2018/19 Variance	Q3 Actual & Committed Spend	Estimated Expenditure to 31 March 2019 at Q3	Estimated Outturn 31 March 2019 over/ (under) at Q3	Estimated Outturn 31 March 2019 over/ (under) at Q2	Estimated Outturn 31 March 2019 over/ (under) at Q1	2018/19 Projected Over/ (Under)spend as a % of Total Budget	Draft Over/ (underspend) Last Year 2017/18
	£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	%	£'000
<b>Funding</b>											
NDR	(22,574)	(17,365)	(17,365)	(0)	0.00%	(22,574)	0	0	0	0.00%	0
Council Tax	(34,440)	0	0	0	0.00%	(34,395)	45	(101)	(55)	-0.13%	116
Council Tax Premium	(648)	0	0	0	0.00%	(866)	(218)	(247)	(243)	33.54%	0
Revenue Support Grant	(73,238)	(56,337)	(56,337)	(0)	0.00%	(73,238)	0	0	0	0.00%	0
<b>Total Funding 2018/19</b>	<b>(130,900 )</b>	<b>(73,701)</b>	<b>(73,701)</b>	<b>(0)</b>	<b>0.00%</b>	<b>(131,073)</b>	<b>(173)</b>	<b>(348)</b>	<b>(298)</b>	<b>0.00%</b>	<b>116</b>
<b>Total outturn including impact of funding</b>	<b>0</b>	<b>25,484</b>	<b>28,605</b>	<b>3,120</b>	<b>12.24%</b>	<b>1,590</b>	<b>1,589</b>	<b>2,660</b>	<b>1,744</b>	<b>1.21%</b>	<b>1,456</b>