

# Conwy County Borough Council

## Corporate Performance Report

*Supplement to Annual Report*

September 2012 – March 2013

<b>Version</b>	<b>Date</b>	<b>Author</b>
Draft 1	May 2013	Fran Lewis CIDT
Draft 2	July 2013	Fran Lewis CIDT

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## **1.0 Overview of Performance**

The Corporate Performance Report details a self evaluation of the Council's performance based on feedback from the support and challenge that takes place in the six monthly service performance reviews. The Service Performance Reviews support the monitoring of the Council's activities and achievements, our financial position and performance.

Membership of the Service Performance Reviews includes the Head of Service and their Service Management Teams, the Deputy Leader, Cabinet Portfolio holder, Scrutiny Chair, Executive Team representative, Head of Service peer representative and the Corporate Performance and Improvement Manager.

This report covers the period September 2012 to March 2013.

### **1.1 Achievements and Good Practice noted**

- The regional school improvement service 'GwE' went live on 1<sup>st</sup> April.
- The IT Service has been awarded the SOCITM IT Service award 2012 and for the 2<sup>nd</sup> year running achieved a 3\* website, which is one of the best in Wales and follows best practice,
- Venue Cymru has been nominated and shortlisted for a sustainability award.
- An award has been received from North Wales Fire & Rescue Service for the support given in Denbighshire during in the December 2012 Floods.
- The Communication & Marketing Team was named Event Organiser of the Year at the 2013 National Outdoor Events Association (NOEA) Awards. The Team was also awarded Production Partnership of the Year with Orchard Media & Events Group Ltd for Access All Eirias 2012.
- The Wales Rally GB is confirmed as returning to Llandudno.
- A middle Managers' forum has been established. Positive feedback has been received from the first meeting.
- A council staff survey has been completed and the overall results are very positive.
- iTrent went live in March 2013. Phase 2 to introduce e payslips, web recruitment and electronic travel forms are now in progress.
- The green car scheme for staff is now live.
- A Conwy Change Management Training course has been developed by HR & CIDT and was piloted in April.
- A skills strategic Board has been established and will work to increase the number of apprenticeships available and consider options such as subsidised travel. A bidding scheme is to be put in place to ensure that we maximise the impact of potential apprenticeship placements.
- An interim APSE manager has been appointed to review Home to School Transport.
- Since the implementation of the appropriate I.T. software within the Revenue and Benefits Service in March 2012 over 7,500 (13.83%) taxpayers in the County are now being billed electronically for their council tax. Conwy was recently placed top in a UK wide survey of e-billing campaigns.
- Phase I of the EDM has seen the completion of the implementation of the system within the pilot areas of Environmental Services and Development and Control. The implementation within the other pilot areas of Estates and Planning are scheduled to go live early in 2013/14.

## 1.2 Key issues where work is ongoing to progress delivery / improvement:

Issue	Action Lead
1. The financial pressures continue to be a significant issue for the authority. Budget review groups have been set up for each service area. Efficiencies have been achieved for 2012/13 but further challenges lay ahead to meet future efficiency targets.	SMT
2. Continue with the development of the project plan for office accommodation.	Strategic Director of Finance & Efficiencies.
3. Strategic Directors are reviewing all underperforming performance measures.	Executive Group
4. A project schedule to roll out customer service excellence across the authority needs to be scoped.	Corporate Information & Customer Services Manager
5. The ICT Strategy is drafted and is under consideration with the Strategic Director. It will be presented for consultation to SMT in September.	Head of ICT
6. All services need to improve the recording of compliments.	SMT
7. Theatre & Conference Services are to produce a report to provide assurance on the pricing structure on a regional comparison of venues and food and beverage comparisons with local facilities. The service will also consider if there are opportunities to sell their venue expertise.	General Manager Theatres & Conferences
8. The Business Case on civil contingencies collaboration has been approved, the service will now work with neighbouring teams to move to implementation.	Strategic Director Democracy, Regulation & Support
9. All services need to ensure that the communication and marketing team are aware of key projects and inform the press officer of key initiatives.	SMT
10. A review to standardise the internal charging of service costs for events needs to take place.	Strategic Director Economy & Place
11. A review of service allocation of grants to the 3 <sup>rd</sup> Sector needs to take place	Strategic Director Finance & Efficiencies
12. There are storage capacity limitations for Modern Records and for Archives. The service is reviewing options for storage, ensuring all services have a retention schedule and considering the options with EDM.	Head of CDS

13. A review of the frequency of performance measures will be undertaken	CIDT
14. A new Outcome Agreement with the Welsh Government is currently being drafted for 2013 – 2016.	CIDT
15. Consideration of whether we need to review and rationalise strategic partnerships needs to take place.	Executive Group
16. All services need to renew the online information management training.	SMT

### 1.3 Corporate Performance – Business as Usual (BAU)

#### ACTIONS KEY:

Action not progressing / areas of concern have been raised	Red
Action progressing and no concerns raised	Amber
Action complete	Green

#### PERFORMANCE KEY:

Red - Below Intervention Point	Red
Amber - Between Intervention & Target	Amber
Green - Above Target	Green

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Av.	How we compare across Wales	RAG
GM 1	Annual Performance Development Review (PDR) completion rate	70.47%	80%	68.77			Amber
GM2	Budget Savings	£5.954 m	£5.454 m	£5.454m			Green
GM3	The number of working days/shifts lost to sickness absence per FTE	9.97	9.50	10.18	10.55	8 of 18	Red
M8.3a	% of complaints successfully dealt with at stage 1	90%	90%	89.0%		2/5	Amber
M8.3b	No of compliments received	591	689	538		2/3	Red

Ref	Title	Our results in 11/12	Target 12/13	Our Results 12/13	Wales Av.	How we compare across Wales	RAG
CHS1	Number of accidents, incidents and near misses	1,614		1,735			
<p>The Corporate Health and Safety Management (CHSM) project ran from October 2010 – May2013. A robust and detailed communication plan has raised awareness with regard to the requirement to report all accidents and incidents. All foundation schools now buy into Educations Services service level agreement and therefore now report their accident and incidents to CCBC. Both these initiatives have influenced the reportable figures.</p>							
CHS4ii	Total number of HSE reportable RiDDOR incidents / accidents: b) for the whole of the council	12		24			
CHS5	Health and Safety Site Survey compliance: The % Partially compliant			6.0%			
CHS6	Health and Safety Site Survey			1.8%			

compliance: The % Non compliant						
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As part of the now implemented health and safety site file system all sites in CCBC, circa 180, are required to self audit against set compliance standards. Those sites whom have not attained full compliance are currently working through actions plans to address areas of non-compliance or partial-compliance. The progression of these actions is monitored by Corporate Health & Safety Management Team.

A report is being presented to the November Corporate Improvement Board 2 providing a more detailed response on accident data.

### 1.4 Corporate Plan 2012 – 2017 Dashboard

This table represents a high level overview of the assessment of progress made in implementing the Corporate Plan. The detailed progress is described in the Annual Report 2012/13.

Outcome 1 – People in Conwy are Educated and Skilled				Outcome 2 – People in Conwy are safe and feel safe			
A1.1	Amber	M1.1	Green	A2.1	Green	M2.1	Green
A1.2	Amber	M1.2a	Green	A2.2	Amber	M2.2	Green
A1.3	Amber	M1.2b	Red	A2.3	Amber	M2.3	Green
A1.4	Amber	M1.3	Green	A2.4	Amber	M2.4	Amber
A1.5	Amber	M1.4	Green			M2.5	Green
A1.7	Amber	M1.5	Red				
A1.8	Amber	M1.6a	Green				
		M1.6b	Amber				
		M1.7	Green				
		M1.8	Green				
		M1.9	Amber				
Outcome 3 – People in Conwy live in safe and appropriate housing				Outcome 4 – People in Conwy are healthy and independent			
A3.1	Amber	M3.1	Amber	A4.1	Amber	M4.1	Green
A3.2	Amber	M3.2	Green	A4.2	Amber	M4.2a	
A3.3	Red	M3.3	Amber	A4.3	Amber	M4.2b	
A3.4	Amber	M3.4a		A4.4	Amber	M4.3	Green
A3.5	Amber	M3.4b				M4.4	Amber
A3.6	Amber	M3.5	Amber			M4.5	Amber
A3.7	Amber	M3.6	Red				
		M3.7	Green				
		M3.8					

Outcome 5 – People in Conwy live in a county which has a thriving	Outcome 6 – People in Conwy live in a sustainable environment
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<b>economy</b>							
<b>A5.1</b>	Amber	<b>M5.1a</b>	Green	<b>A6.1</b>	Green	<b>M6.1</b>	Green
<b>A5.2</b>	Amber	<b>M5.1b</b>	Green	<b>A6.2</b>	Amber	<b>M6.2</b>	Green
<b>A5.3</b>	Amber	<b>M5.2</b>	Green	<b>A6.3</b>	Amber	<b>M6.3</b>	Amber
<b>A5.4</b>	Amber	<b>M5.3</b>	Amber	<b>A6.4</b>	Amber	<b>M6.4a</b>	
<b>A5.5</b>	Amber	<b>M5.4</b>	Amber	<b>A6.5</b>	Amber	<b>M6.4b</b>	
<b>A5.6</b>	Amber	<b>M5.5</b>	Green	<b>A6.6</b>	Amber	<b>M6.5</b>	Red
		<b>M5.6</b>	Green			<b>M6.6</b>	Green
		<b>M5.7</b>				<b>M6.7</b>	Green
						<b>M6.8</b>	Green

<b>Outcome 7 – People in Conwy live in a county where heritage, culture and the Welsh language thrive</b>				<b>Outcome 8 – People in Conwy are informed, included and listened to.</b>			
<b>A7.1</b>	Amber	<b>M7.1a</b>	Green	<b>A8.1</b>	Amber	<b>M8.1</b>	Green
<b>A7.2</b>	Amber	<b>M7.1b</b>	Green	<b>A8.2</b>	Amber	<b>M8.2</b>	Green
<b>A7.3</b>	Amber	<b>M7.2</b>	Red	<b>A8.3</b>	Amber	<b>M8.3a</b>	Amber
		<b>M7.3</b>	Amber	<b>A8.4</b>	Amber	<b>M8.3b</b>	Red
		<b>M7.4</b>	Green	<b>A8.5</b>	Amber	<b>M8.4</b>	Green
		<b>M7.5</b>				<b>M8.5</b>	Red
						<b>M8.6</b>	
						<b>M8.7</b>	
<b>General Priorities</b>							
<b>GA1</b>	Amber	<b>GM 1</b>	Amber				
<b>GA2</b>	Amber						
<b>GA3</b>	Amber						
<b>GA4</b>	Amber						

## 1.5 Corporate Improvement Board 1

The tables below represent a high level overview of the assessment of progress made (*August 2012 to June 2013*) in implementing the major projects and programmes that contribute to the realisation of the Corporate Plan Outcomes. The projects and programmes are monitored through Corporate Improvement Board 1 & 2. This high level summary of progress is currently being piloted, therefore there are areas of information which are not currently available, but will be presented in future performance reports.

<b>KEY</b>	
<b>GREEN</b>	This element of the programme / project is currently okay
<b>AMBER</b>	Potential problems have been identified
<b>RED</b>	Definite problem identified and to be addressed
<b>WHITE</b>	No highlight report requested / received during the 6 month period

	Budget	Schedule	This Reporting Period	Project Tolerance Status	Issues	Risks	Resource Capacity	Benefits Realisation	Actions undertaken to Embed Change
<b>Educated &amp; Skilled</b>									
Skills Programme									
Workforce Development	G	G	G	G	G	G			
ICT Strategy									
21st Century Schools - Ysgol y Gogarth	G	D	G	G	A	A			
Combined Residential Services for Children with Disabilities	G	G	G	G	A	A			
Let's Get Working (Genesis2, Engagement gateway, New Work Connections Projects & Families First Funding)	R	A	A	A	A	A			
	Budget	Schedule	This Reporting Period	Project Tolerance Status	Issues	Risks	Resource Capacity	Benefits Realisation	Actions undertaken to Embed Change
<b>Thriving Economy</b>									
Procurement inc. Regional Procurement Service and 21st Century Schools Collaborative Procurement	G	D	G	G	A	G			
Families First Programme	A	G	G	A	G	G			
Communities First	G	D	G	G	G	A			
Business Support	A	A	A	A	A	A			
Integrated Transport Strategy (including Community Transport Plan)									
North Wales Transport Collaborative Project (including Feasibility Study, Post-16 Transport, Procurement of Authority Owned Vehicles, Regional Passenger Transport and Regional Road Safety) (OA)	A	G	A	A	A	A			
Development of Events Strategy									
Destination Management (OA)									
Rural Partnership - RDP2	A	A	A	A	A	A			
Llandudno Junction Programme	G	D	G	G	A	A			
Conwy Programme									
Llanrwst Programme									
Baylife Programme	A	A	A	A	A	A			
Colwyn Bay Waterfront									
Community Regeneration Fund	G	D	G	G	G	G			
Economic Ambition									



	Budget	Schedule	This Reporting Period	Project Tolerance Status	Issues	Risks	Resource Capacity	Benefits Realisation	Actions undertaken to Embed Change
<b>Sustainable Environment</b>									
Waste Programme Board (OA)	A	G	G	G	G	A			
Green Programme Board	G	A	G	G	G	G			
Carbon Management Plan									
ICT (Joint Procurements)									
Legal Services									
Business Transformation Programme	G	G	G	G	G	G			
Country Parks and Nature Reserves									
Flood Alleviation Schemes									
<b>Language, Culture &amp; Heritage</b>									
Heritage Strategy	G	A	A	G	G	A			
Encouraging Welsh Speaking									
<b>Complimentary Strategies / Plans</b>									
One Conwy 2012 - 2025									

## 1.6 Corporate Improvement Board 2

	Budget	Schedule	This Reporting Period	Project Tolerance Status	Issues	Risks	Resource Capacity	Benefits Realisation	Actions undertaken to Embed Change
<b>Safe &amp; Feel Safe</b>									
CCTV Project (Project now closed)	G	G	G	G	G	G			
Emergency Planning	G	G	G	A	G	A			
Health & Safety Project (Project now completed and closed)	G	G	G	G	G	G			
Regional Trading Standards Service									
<b>Safe &amp; Appropriate Housing</b>									
Housing Programme									
Homelessness Project									
LDP									
<b>Healthy &amp; Independent</b>									
Social Services Modernisation Programme	G	G	G	G	G	G			
Extra Care Housing	G	G	G	G	G	G			
Emergency Duty Team Collaboration									
Locality Plans	G	A	A	G	R	R			
Local Authority Creating an Active Conwy Strategy (OA)	G	G	G	G	G	A			

	Budget	Schedule	This Reporting Period	Project Tolerance Status	Issues	Risks	Resource Capacity	Benefits Realisation	Actions undertaken to Embed Change
Social Care and Health Regional Programme Board (Sustainable Social Services: Framework For Action NWSSIC Workstreams) inc. NW Regional Family Support Group and HECS									
<b>Informed, Included &amp; Listened To</b>									
Customers Programme	A	A	B	B	A	A			
Modernisation of Libraries ( <i>project part of Customers Prog but reports separately</i> )	A	C	B	B	A	A			
Strategic Equality Plan	G	A	B	B	A	B			
Valuing Staff Programme (N/A)	G	G	G	G	G	G			

### 1.7 Key Questions Discussed at the Service Performance Reviews:

Assurance was given by all Services on the following standard agenda questions:

#### 1. Service self evaluation.

Services use a variety of methods to undertake self evaluation. Assurance was gained that it is occurring in all service areas. Techniques include the use of SWOT, regular team meeting discussions, audits of casework, feed back forms on the website and service surveys. Services also use benchmarking data – eg APSE, SOCITM, LExcel, CIPFA and use professional networks to share and gain ideas. Service monitoring of performance depends on the nature of the service work and varies from monthly to a six monthly basis. All Services report to Elected Members through formal committees. Some services are required to write Annual reports and report to external regulators eg Welsh Language Board, CSSIW. It was noted that ICT and Conferences and Theatres need to increase the regularity of reports to Committees.

#### 2. Equality Impact Assessment screening

EIAs have been undertaken for significant policy/ project areas. Staff representatives within departments have undergone training. Demographic information is available corporately to support EIA requirements. There was an overall agreement that service control over what needed to be impact assessed and the relevant service processes to ensure that they were completed, needed to be reviewed and formalised. We also need to be able to evidence where changes have been made as a result of EIAs.

#### 3. WAO recommendations not been completed within the action plan timeframe

Services provide 6 monthly updates on progress to implement WAO recommendations. All actions that are older than two years old have recently been challenged by Audit Committee. Regular reports will continue to be presented to Audit Committee and will highlight any action

that has exceeded timeframe. Assurance was received that recommendations are under regular review. Internal Audit has a programme of follow up audits to provide further validation.

4. **Information management** (*The draft information Strategy defines this as “Information Management describes the means by which an organisation efficiently plans, collects, stores, uses, controls, disseminates, shares and disposes of its information, and through which it ensures that the value of that information is identified and exploited to the fullest extent”.*)

An information management strategy is drafted and is under consideration by the Strategic Director. Most services have management systems to manage service information. All services are in the process of reviewing and updating a retention schedule. Confidentiality and security is in place but there was overall agreement that the introduction of an information management board and the production of a corporate strategy was welcomed and would instigate all services to review/ update their arrangements to ensure they were still appropriate. For example there is no system to categorise the level of security for information. The Culture and Information Section of CDS is the corporate lead on information retention and is prioritising which services need assistance. At present there are service systems in place but they are not formerly documented at a service level. However each service has an Information Management Service Link Officer and Information management Training is now available again online. There issues in relation to lack of storage space for paper files. Consideration needs to be given to the value and cost of back scanning. Egress is used for emailing out confidential information. IT have an in information management asset register and it is anticipated that the roll out of EDM will support information management. Modern Records are currently working to put in place a file plan and indexing system.

#### **5. Structured techniques to facilitate change/ efficiencies**

Budget efficiencies and customer service were noted as key drivers. Budget working groups are in place for all key services to challenge financial efficiencies. The Project and Programme Framework is used for key change initiatives. Some services use a continuous process of identifying how to make processes more efficient eg challenging what, why and when. Most services fed back that they used a common sense approach of reviewing processes and assessing statistical results of performance. The most common response was how essential it was to work with the affected staff/ customers so that they were engaged in the change. An example of good practice included Heads of Service holding regular meetings with frontline staff to ask them if there are any problems and what could be done better. HR has an objective on all staff PDRs to consider an area of improvement/ potential efficiency savings. The Law and governance service have asked all staff to consider ways to increase income generation.

Conference and Theatres staff have benefited from ‘Business Improvement Team’ (BIT) training which is being provided free of charge by Deeside College. The team has 6 days of formal training in which they learn about how to plan and implement change including areas such as encouraging others to accept change positively and ensuring that any change planned is not a risk financially or physically (health and safety). Following the training the team work on projects to deliver change that will offer improvements in the way we work and / or efficiencies. The group that is currently looking at waste sent to landfill. In September a team of staff from the Food and Beverage department will take part in BIT training to look at streamlining and efficiencies within their area. Staff who take part in BIT training receive several qualifications including an NVQ. Social Services have used the managing change sustainability model and systems thinking approach to look at client/ customer focus and practitioner experience. The Customer Quality Framework was used for the joint reception project in the Civic.

## 6. Any barriers limiting an innovative idea

Aside from the obvious limitation of budgets, some services referred to capacity as a significant barrier. The uncertain strategic direction owing to the Social Services Bill and the Education review also limits the ability to plan. The necessary restrictions on IT security can slow down IT progressions as can the geographic limitations of 3G/4G coverage. Office accommodation in old buildings can also limit the use of wifi. A key barrier was communication – ensuring that communication channels are open for ideas to be put forward. A limitation can be the regulation changes which must be complied with but can limit a lean approach. The number of personnel required to facilitate regional working needed to be monitored – a growth in personnel could limit the savings that could be achieved. Revenue and Benefits Service noted that there is potential for savings to be achieved in the financial Assessment of domiciliary and residential care assessments if progress can be made in the PARIS finance module. Social Services could improve hospital social work processes if IT access could improve. At present they have to assess the client, walk across the car park, input the information, print it off and walk back across the car park to the ward. The sharing of information is still the biggest challenge for Social Services eg Health will not use the secure email system. Internal Audit noted they are happy to receive any request to review the need for paper signatories if this is considered to be preventing a move from paper to electronic processes.

### 2.0 Corporate Plan 2012 – 2017 Progress

Please refer to Annual Report 2012 - 13

### 3.0 Corporate Risks

Corporate Risks are logged and monitored on the Corporate Risk Register which can be obtained from the Corporate Improvement and Development Team. The Corporate Risk Register is regularly reviewed by Senior Managers, and then separately discussed at a meeting with the Leader, Deputy Leader and our external regulators. A separate more detailed report on the Corporate Risk Register is presented to Members through the democratic process every six months.




The team have been working hard to develop the risk register through the Welsh Government performance management software, Ffynnon. Conwy has been acting as a lead Local Authority for Wales on its development. We have now formatted the Corporate Risk Register under the headings of the 8 Citizen Outcomes.






A full report on the Corporate Risk Register is provided separately and is currently subject to twice yearly scrutiny by our external regulators. The new risks that emerged from the Performance Reviews are summarised below. ***It should be noted they are still subject to scrutiny and assessment of scores and therefore may alter.***









New Risk Ref	Description	Inherent Risk
1	The risk that we fail to follow through the regeneration of the Colwyn Area as a result of uncertainty around WG funding.	B1
2	The risk of a reduction in our education attainment as a result of changes in the Education Landscape following the Robert Hill Review.	

3	The risk that the uncertainty around the Public Services Commissions will have a demoralising impact on the council	C2
4	The risk that modernising services creates capacity challenges for support services	B3
5	The risk that changes in health service will increase demand on Social Services."	


**Key:**

<b>Colour</b>	<b>Description</b>	Increase in residual risk score	
Purple	Remove from register	No change in residual risk score	
Yellow	Change in scores	reduction in residual risk score	




New Risk Ref	Risk ref	Aspect	Inherent Risk	Residual Risk	Risk Score	Change in risk score	How are we managing this risk?
		<b>Efficient &amp; Well Managed</b>					
<b>EW01</b>	CR001	Political Management - The risk that the council fail to focus on the achievement of strategic issues and priorities	B1	C1			3
<b>EW02</b>	CR006 -	Capacity and Capability - The risk that we do not have adequate plans for succession planning and workforce development resulting in a shortfall of skills	B1	C3			3
<b>EW03</b>	CR008a -	Business Continuity - The risk that lack of Business Continuity and Disaster Recovery facilities would result in inappropriate and inadequate responses to emergencies	B1	D1			3
<b>EW04</b>	CR011 -	The risk that the Council inconsistently adheres to policies and procedures	B3	C3			3
<b>EW05</b>	CR017 -	The risk that the Home to School Transport is not efficient and well managed.	B2	B2			3

<b>EW06</b>	CR026 -	Outcome Agreements - The risk that Welsh Government do not judge our outcome agreements to be successful	A3	C3			3
<b>EW07</b>	CR030 -	Modernising Service - The risk that we fail to make difficult decisions relating to modernising service requirements or reduction in resources or demand	B1	B1			3
<b>EW08</b>	CR041d	The risk that the new EU Structural Funding Programme does not recognise Conwy's priorities	B2	B2			3
<b>EW08</b>	CR049b -	The risk that the reduction in the amount of benefit paid will result in an increase in council tax arrears, and an increase in collection costs.	A1	E5			3
<b>EW09</b>	CR049d -	The risk that the replacement to the Council Tax Benefit Scheme will not be implemented by the 1st April 2013	A2	E5			4
		<b>Collaboration</b>					
<b>C01</b>	CR002 -	Partnership - The Risk that Senior representatives of relevant bodies do not demonstrate a commitment to setting objectives and to provide mutual support to achieve agreed and shared objectives.	B2	D3			2
<b>C02</b>	CR002a -	Partnership - The risk that the lack of Partnership Governance arrangements impacts on CCBC reputation, Finance and the Health and Safety of Local Authorities.	B2	C2			3
<b>C03</b>	CR002c -	Partnership - The Risk of lack of appropriate engagement in the planning and mapping of services	B1	B1			4
<b>C04</b>	CR004 -	Regionalisation Agenda - The risk that we fail to deliver the All Wales collaboration compact and the Regional Collaboration Compact.	B1	D3			2
<b>C05</b>	CR016 -	Collaboration - The risk that collaboration work creates capacity challenges for those services and support services involved	A3	B3			3
<b>C06</b>	CR047a -	Sharing Services between Councils - The risk that incompatible IT infrastructure inhibits the progress of collaborative working.	B2	C3			3




### Outcome 1 - People in Conwy are Educated and Skilled

<b>ES01</b>	CR035 -	Modernisation Funding - The risk that the Council has insufficient funding to deliver a school modernisation programme that meets community needs.	A1	C2			3
<b>ES02</b>		The proportion of the annual cohort of children reaching the end of their KS2 courses will fail to achieve the standard of work they are capable of attaining and therefore fail to fulfil their potential	C1	D1			



### Outcome 2 - People in Conwy are Safe & Feel Safe

<b>SFS01</b>	CR008 -	Civil Contingencies - Risk that we are unable to respond adequately to emergencies e.g. flu pandemic, flooding etc.	B1	D1			3
<b>SFS02</b>	CR009 -	Health & Safety - Health and Safety Issues are not recognised or managed	C1	E4			3
	NR01(12/12) -	The risk that the Housing White Paper proposed changes which will impact on service delivery	A1	A3			2

### Outcome 3 - People in Conwy live in Safe & Appropriate Housing

<b>SAH01</b>	CR029 -	Planning Policy - The risk the Authority fails to adopt LDP	A1	D2			3
<b>SAH02</b>	CR046ai -	Supporting People - The risk that Supporting People Service will be reduced	A3	A3			
<b>SAH03</b>	CR049-	Housing Benefit Legislation - The risk that the planned changes contained within the welfare reform bill to include housing benefit within the new universal credit from October 2013 could impact on the level of homelessness	A1	A1			3

### Outcome 4 - People in Conwy are healthy & Independent

<b>HI01</b>	CR046b -	Fees - The risk that we are required to pay significantly higher fees for residential homes.	A2	A2			
<b>HI02</b>	CR046g -	Demand Led Services - The risk that there will continue to be an increase in the number of complex care packages.	A1	A1			

<b>HI03</b>	CR046i -	Mental Health Partnership - The risk that the lack of clarity over the governance and direction of the Mental Health Partnership and the lack of performance information could lead to operational problems	B1	B1			4
<b>HI04</b>	CR046j -	Abuse in Care Homes - The risk that abuse may be happening in care homes	C1	C1			3
<b>HI05</b>	CR046k -	The risk that the review of the Emergency Duty Team will affect the level of service we are able to provide	A1	A1			

### Outcome 5 - People in Conwy live in a County which has a thriving economy

<b>TE01</b>	CR014 -	Economic Climate - The risk that the downturn in the economic climate will have an adverse effect on the delivery of services and our community.	A2	A2			3
<b>TE02</b>	CR041b -	Key Venues - The risk that key event venues do not maximise their full potential	C2	C2			3

### Outcome 6 - People in Conwy live in a Sustainable Environment

<b>SE01</b>	CR007 -	Environmental Risks - The risk that we fail to respond appropriately to the Assembly's continuing focus on promoting sustainable development	B3	C4			3
<b>SE02</b>	CR042a -	Flood defence and land drainage - The risk that adequate planning, contingencies and responses are not available to respond to flooding, coastal erosion and land drainage, in the current, medium and long term	B1	C1			3
<b>SE03</b>	CR042b -	Failure to meet national recycling, composting and food waste targets	B2	D2			3
<b>SE04</b>	CR047g -	ICT Strategy - Lack of an over-arching ICT / E-Government strategy	B2	C2			3
<b>SE05</b>	CR048 -	CRC - a) The Risk of non compliance with the Carbon Reduction Commitment target b) The risk the Authority will fail to meet the 3% carbon reduction targets imposed on us by Welsh Government	A3	C3			2



### Outcome 7 - People in Conwy live in a County where Heritage, Culture and the Welsh Language thrive

<b>HCW01</b>	CR041a -	Libraries - The risk that the current library service is not sustainable within the current budget allocation	A2	C3		↔	3
<b>HCW02</b>	CR041c -	Pier - The risk that the local authority does not gain the grants required for the refurbishment of the pier.	B1	B1		↔	3

### Outcome 8 - People in Conwy are informed, included and listened to.

<b>IIL01</b>	CR018 -	Information governance - The risk that there is no corporate approach to managing information	B2	C4		↔	3
<b>IIL02</b>	CR023 -	Equalities and Diversity - The risk that the Authority is consciously or unconsciously discriminating	B2	C3		↔	3
<b>IIL03</b>	CR047c -	E-Government - The risk that the full potential for securing service improvements through the use of technology and information systems is not being achieved.	B3	C4		↑	3
<b>IIL04</b>	CR047f -	IT and Information Security - The risk that the Authority does not undertake a methodical assessment of IT Security risks that determines appropriate management action and priorities for managing IT Security risks	B3	D3		↓	3

#### 4.0 Outcome Agreement

The Outcome Agreement qualified to receive 100% grant for the financial year 2011/12. We are due to submit the results for 2012/13 in September 2013. Implementation of the agreement is monitored quarterly by Executive Group and the end of year report for 2012/13 proposes that for 9 of the 10 Outcomes we are confident of demonstrating a successful outcome. We are still awaiting academic data for the last outcome. We have received draft new guidance from Welsh Government regarding the new Outcome Agreement for 2013/14 onwards. We are awaiting a final version, but have commenced preparations in readiness. The new Outcome Agreement will have stronger links to the Welsh Government's Programme for Government and reports from external regulators. It will also focus on the council's performance results for National Strategic Indicators (NSIs). A more detailed report will be presented when the final guidance is published. The table below summarises the Council's self assessment of performance in 2012/13. A more detailed report will be presented to Principal Overview and Scrutiny Committee and Cabinet.

Outcome		Self Assessment
C1	The Welsh Language thrives	Awaiting Data
C5	Healthier, sustainable communities	Successful
RC2	Have a comprehensive range of education and learning opportunities	Successful
RC6	Improved learning opportunities and skills	Successful
RC11	Enhancing the quality and enjoyment of the natural environment	Successful
C4	Businesses in the Local Community are supported to thrive	Successful
RC1	Support is provided so that people can live independent lives	Successful
RC2b	Less Homelessness	Successful
RC7	Waste and natural resource efficiency	Successful
SU3	More efficient and effective procurement	Successful

## 5.0 Performance Indicators – Exception Report

The National Strategic Performance indicators and Core Indicators are submitted to the Welsh Assembly Government on an annual basis. They are monitored corporately by the Corporate Improvement and Development Team. The summary below provides an exception report highlighting the Performance indicators that:

- have shown a significant improvement and
- those which require further support and focus to meet targets.

It should be noted that there a significant number of performance indicators which are performing consistently well which are not shown. The full set of performance indicators are published on the intranet and can be accessed through the following hyperlink <http://intranet/section.asp?cat=3044&Language=1>

A new Performance Measurement Framework was introduced for 2011-12 and beyond, led by the WLGA and the Wales Data Unit.

There are 3 different types of performance measures:

- **National Strategic Indicators (NSIs)**– statutory indicators sent to Welsh Government aligned to their strategic objectives
- **Public Accountability Measures (PAMs)** – statutory indicators sent to the Wales Data Unit to measure key outcomes
- **Service Improvement Data (SIDs)** – *voluntary* indicators sent to the Wales Data Unit for benchmarking. These will no longer be published.

A national report - Local **Authority Service Performance (2011-12)** has been published by the Welsh Government, giving an overview of performance across Wales. It can be accessed on the Welsh Government website. The link is noted below.

<http://wales.gov.uk/topics/improvingservices/publicationevents/publications/lasperf1112/?lang=en>.

Further information on performance can be obtained from Corporate Improvement and Development Team.

**Key:**

NSI = Welsh Government National Strategic Indicator

PAM = WLGA Public Accountability Measure

SID = Service Improvement data used for benchmarking

OA = Measure that is part of the Conwy Outcome Agreement with Welsh Government

Not meeting Objective	Red
Not met objective, but within acceptable tolerance	Amber
Met Objective	Green

**Poor Performers - National Strategic Indicators**

PI reference:	11/12 year end	12/13 target	12/13 Year end	PI Performance	Commentary
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority	50	50	39	Red	Outturn performance in 2012/2013 is lower than that recorded for 2011/2012. This is not unexpected, due to the time being re-directed on the Houses into homes loans scheme which was introduced part way through the recording period.
LCL001: The number of visits to Public Libraries during the year, per 1,000 population	5,803	5,700	5,173	Red	Our largest service points as well as the Mobile Library have experienced a small reduction in visits. We are reviewing our opening hours to better meet customer demand, and increase outreach activity and engagement with communities.  For virtual visitors, changes to the CCBC web site to satisfy the EU Cookies Directive at the end of May 2012 has had a dramatic impact on the statistics resulting in a drop of up to 75%. The web team have now changed their policy which should see figures increase again. Virtual visits make up 13% of the total.
LCS002: The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	9,617	9,620	7,523	Red	The drop can be attributed to the introduction of a software package application which has produced a more accurate figure than previous years. Also, we have removed school curriculum usage of the facilities in accordance with the WG guidance, which had previously been included in this figure.

EDU017: % of pupils in Conwy County Borough achieving grade A* to C in GCSE Core Subjects (English or Welsh first language, and Maths) <b>(Also in Corporate Plan)</b>	49.8%	53.4%	<b>49.3%</b>	<b>Red</b>	In 2012, the percentage of pupils achieving the Level 2 Threshold decreased slightly by 0.5 percentage points when compared to the previous year's result and missed the target. For 2013 a target of 56.1% has been set as the cohort is stronger compared to the previous year. The stronger cohort and schools have been provided with intervention and support to address improving quality of teaching and learning.
SCC/033d: The percentage of young people formerly looked after with whom the authority is in contact at the age of 19	90.9%	90.0%	<b>82.4%</b>		The authority was in contact with 14 out of a total of 17 Care Leavers on their 19 <sup>th</sup> birthdays, giving an outturn of 82.4%. All 3 Care Leavers who we were not deemed to be in contact with, had returned home to live with parents or extended family in other parts of the UK. Despite numerous efforts and recorded '3-monthly' letters being sent– these young people did no longer wish to be associated with Social Services and were happy in their respective family homes.

#### Poor Performers – Public Accountability Measures

PI reference:	11/12 year end	12/13 target	12/13 Year end	PI Performance	Commentary
SCC/025: The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations	83.9%	90.0%	<b>76.8%</b>	<b>Red</b>	There are a number of factors which have impacted on the performance this year: in some circumstances we have missed out on the required timescale by only a few days; however, in other circumstances there appears to have been some confusion in 16/17 year-old homelessness cases, which should be dealt with under Section 20 (Children Act 1989), and treated as 'Looked After' by the Local Authority. Another area of practice which needs to be addressed is the timely recording of the Statutory Visits. It appears that the visits have actually taken place, but have not been recorded on the PARIS system. <b>These issues have been highlighted to the Head of Service, relevant Operational Managers and an action-plan is being formalised.</b>

### Poor Performers – Corporate Plan Measures

PI reference:	11/12 year end	12/13 target	12/13 Year end	PI Performance	Commentary
M1.2b: % of vulnerable people who had a positive outcome	100%	75%	65%	Red	This percentage is lower than expected due to: changes in definitions of the grant funding outcomes, the number of individuals that we have been working with that have been moved by the DWP over to the governments Work Programme and a larger number of individuals than expected that have for one reason or another left the programme early.
M1.5: % of pupils in Conwy County Borough achieving grade A* to C in GCSE Core Subjects (English/ Welsh, Maths)	49.8%	53.4%	49.3%	Red	In 2012, the percentage of pupils achieving the Level 2 Threshold decreased slightly by 0.5 percentage points when compared to the previous year's result and missed the target. For 2013 a target of 56.1% has been set as the cohort is stronger compared to the previous year. The stronger cohort and schools have been provided with intervention and support to address improving quality of teaching and learning.
M3.6: Number of private sector dwellings that had been vacant for more than 6 months which were returned to occupation	50	50	39	Red	Outturn performance in 2012/2013 is lower than that recorded for 2011/2012. This is due to the time being re-directed on the Houses into homes loans scheme which was introduced part way through the recording period.

M6.5: % reduction in carbon dioxide emissions by Conwy County Borough Council	7.09%	10%	<b>2.98%</b>	Red	<p>The aim is to reduce the carbon dioxide emissions by 25% between 2010/11 and 2015/16. The first year saw a very mild winter and a 7% reduction in emissions but the colder weather last winter has meant that the target has been missed.</p> <p>A number of projects within the Carbon Management Plan did not commence on time, which meant the targets were not met. These projects have now been assigned teams to deliver and will be up and running soon. However, offices have seen a 15% decrease in consumption when compared to the baseline year. The lighting upgrade project has been a contributing factor in this decrease.</p> <p>Street Lighting consumption has increased slightly compared to the baseline year. This is as a result of an audit, which identified an increase in the lamp wattage, and therefore an increase in energy usage.</p> <p>Note: The year end figure for 11/12 has been amended as the data used is now based on the Carbon Management Plan rather than the Carbon Reduction Commitment data, therefore this data now includes, Buildings, Street lighting, Fleet (commercial vehicles), and Business mileage rather than just buildings.</p>
M7.2: No. of youth service events to promote Welsh Culture	36	39	<b>19</b>	Red	<p>It is accepted that the current performance is well below target and needs to improve. Grant funding has been set aside for 13/14 and 14/15 to improve performance and we will be approaching our partners to help deliver on this PI.</p>
M8.3b: No of compliments received	591	689	<b>538</b>	Red	<p>The current performance is well below the anticipated target. Given the current performance, it is felt that the published target for 2013/14 is no longer achievable. A new target is suggested to see a 5% increase on the current performance in 2013/14 and a further 5% increase in 2014/15. More work needs to be done to ensure services record compliments received.</p>

M8.5: % of users of our website who are satisfied with the website	70%	70%	<b>64.6%</b>	<b>Red</b>	<p>A new collection method has resulted in a greater number of responses to the satisfaction survey, but a decrease in the performance. Because of the new method the figure is no longer comparable to previous years. The PI result was actually lower at the mid year point, but improved in the second half of the year as the service continue to respond to customer feedback.</p> <p>The service have noted that an absence of an accurate on line booking system for leisure services was responsible for a number of dissatisfied users and a project has now started to address this issue.</p>
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### Poor Performers – Other Poor Performers

PI reference:	11/12 year end	12/13 target	12/13 Year end	PI Performance	Commentary
HHA 002: The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	202 days	125 days	<b>265 days</b>	<b>Red</b>	Higher levels of discharge (+19%) have meant more time in temporary accommodation. The team have worked hard to increase the numbers of cases where duty is discharged.
PPN008ii: The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for Food Hygiene	89.4%	90.0%	<b>77.3%</b>	<b>Red</b>	The decrease in performance is due to a lack of focus on this indicator, the number of new businesses is also lower. It was noted at the 2013-14 target setting meeting that this PI is important to Conwy and poor performance is not acceptable. There is an Action against the service to put measures in place to improve performance
PPN008iii: The percentage of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year, for Animal Health	66.7%	90.0%	<b>71.4%</b>	<b>Red</b>	See above
BCT004: Percentage of building control 'full plan' applications checked within 15 working days during the year	85.4%	90.0%	<b>76.6%</b>	<b>Red</b>	There has been deterioration in the level of performance against this Performance Measure. During the year staff were heavily involved with introducing Electronic Document Management into the service. This may have reduced the time available to deal with cases.



### Significantly Improved Performance - National Strategic Indicators

PI reference	11/12 Year End	12/13 Target	12/13 Year End	PI Performance
PSR002: The average number of calendar days taken to deliver a Disabled Facilities Grant ( <b>Also PAM</b> )	180 days	200 days	153 days	Green
SCC/037: External qualification scores for looked after children <b>NSI</b>	151	130	258	Green

### Significantly Improved Performance - Public Accountability Measures

PI reference	11/12 Year End	12/13 Target	12/13 Year End	PI Performance
PSR002: The average number of calendar days taken to deliver a Disabled Facilities Grant ( <b>Also NSI</b> )	180 days	200 days	153 days	Green
SCC/001a): First placements that began with a care plan in place	68.6%	80%	84.8%	Green

### Significantly Improved Performance - Outcome Agreement Measures

PI reference	11/12 Year End	12/13 Target	12/13 Year End	PI Performance
<b>OA-ENE-Q-M8</b> % of graffiti removed within 4 working days of being reported	90.5%	89.0%	100.0%	Green

### Significantly Improved Performance - Corporate Plan Measures

PI reference	11/12 Year End	12/13 Target	12/13 Year End	PI Performance
M7.1a: % of pupils achieving Level 4 or above for Welsh Second Language at Key Stage 2	58.8%	63.0%	68.7%	Green
M1.3: Number of work placements offered by Conwy County Borough Council	166	170	256	Green

## 6.0 Regulatory Activity

Please refer to Annual report 2012 – 2013

## 7.0 Improving Conwy 2012

The Elected Members and Staff self assessment process, Improving Conwy, replaced the Six Key Themes, and Corporate Assessment and Improvement (CAIP) 9 Key Themes self assessment process. Participation feedback from the process has been very positive. The recommendations were presented to Cabinet in February 2013. In order to allow services time to progress the recommendations, an update was not requested in the May Service Performance Reviews. A mid year progress report will be provided in September 2013 and will be presented to Cabinet in October 2013.

## 8.0 Summary of Service Position Statements

The table below gives a précis of the key successes and areas of improvement for individual services. Further details may be obtained by reading the **Service Position Statements** which can be obtained from either the service or the Corporate Improvement and Development Team.

### 8.1 IT

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"><li>1. The ICT Strategy is drafted and in the process of being presented for consultation to SMT in September. Feedback from the recently completed external IT review will be incorporated into the Strategy.</li><li>2. Now tracking capacity through a spreadsheet and checking on 'pinch points'. Work is prioritised through management team meetings.</li><li>3. The service is development a communication plan on work progression and regular reports on performance and progress will be presented to scrutiny and overview committees.</li><li>4. The service will consider the development of drop in clinics/ top tips/ IT sessions at the middle manager forum.</li><li>5. The service will consider methods income generation and the commercial viability of the service.</li><li>6. The service is preparing for the necessary upgrades for Microsoft Office XP and Outlook owing to the cessation of the current license in 2012. Change management and training will be factored into this project.</li></ol>	<ol style="list-style-type: none"><li>7. The Service has been awarded the SOCITM IT Service award 2012.</li><li>8. The service has had a positive WAO report, customer satisfaction response and the website has been rated in the top 4 in North Wales.</li><li>9. The service retention schedule has been reviewed as has the email retention schedule</li><li>10. The service is contributing to the information management strategy and has developed an information management asset register.</li><li>11. Work has taken place to benchmark and review performance on the IT service desk.</li><li>12. All PDRs prompt staff to ensure they pursue the best deals from suppliers</li><li>13. The service has re evaluated the 'cookies' regulations to implied consent, to address the impact this was having on statistics.</li></ol>

## 8.2 Corporate Human Resources

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. There are capacity issues within the team owing to collaboration and organisational change. This will potentially further exacerbated if services retract. A report is going to Execs to debate what can be done to address this. There is a need for line managers to manage problems at an early point to prevent escalation.</li> <li>2. PDR validation work is taking place to assess the quality of PDRs undertaken. The roll out of the new PDR process will be complete by August.</li> <li>3. Work is ongoing to improve recruitment to the Cwmni Prentis scheme. The LSB workforce development group are working to dispel the myths of modern apprenticeships.</li> <li>4. A report on the progress of EIAs will be issued as part of the Annual report on the Strategic Equality Plan.</li> </ol>	<ol style="list-style-type: none"> <li>5. The service has received positive feedback from their customer survey.</li> <li>6. A middle manager forum is now in place</li> <li>7. Guides are now in place for apprenticeships and work experience.</li> <li>8. iTrent went live in March 2013. Phase 2 to introduce e payslips, web recruitment and electronic travel forms are now in progress.</li> <li>9. The green car scheme for staff is now live.</li> <li>10. A Conwy Change Management Training course has been developed with CIDT and was piloted in April.</li> <li>11. The H&amp;S programme has progressed well. There is now improved data available. 173 returns have been received from the 180 sites on the H&amp;S audit.</li> <li>12. H&amp;S is in the progress of moving onto EDM</li> <li>13. The H&amp;S team now have a training centre in place and are providing training to Gwynedd. Considering ways to draw in income by offering training to external organisations.</li> <li>14. An H&amp;S consultation group has been set up for key sites.</li> </ol>

## 8.3 Law & Governance Services

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. An action plan is in place to address the internal audit findings of limited assurance in the Registration Service. Staff have rallied round to address issues</li> <li>2. The introduction of Welsh Standards is on hold until November 2014.</li> <li>3. ICO action plan is progressing well.</li> <li>4. Currently reviewing the possibility of webcasting committee meetings to improve accessibility.</li> <li>5. The service is reviewing the lack of storage and confidentiality of legal documentation in offices. A case management system is needed and it is hoped the Ynys Mon System will be appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>6. Continuing to generate income by undertaking legal work on behalf of other organisations. Now providing a legal service to Ynys Mon and translation work for Denbighshire.</li> <li>7. Negotiated a reduction in Print Unit rent and working with Marketing to market the print unit. Reviewing the corporate use of printers and considering a central print budget to ensure unit is used and savings are maximised.</li> <li>8. Liaising with local hotels for opportunities for the registration service and improving the marketing of the registration service on the website to increase income.</li> </ol>

## 8.4 Civil Contingencies

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. The service needs to review its approach to Equality Impact Assessments.</li> <li>2. The Business Case on civil contingencies</li> </ol>	<ol style="list-style-type: none"> <li>5. Crisis Management Training in place.</li> <li>6. Benchmarking with local resilience forum shows that the team is working well and the team is often</li> </ol>

Key Issues / Areas of further work	Positive Progress
<p>collaboration has been approved, the service will now work with neighbouring teams to move to implementation.</p> <p>3. The service is submitting a business case for a central grit store- separate from Highways, to support the ice and snow framework.</p> <p>4. The service is monitoring changes in the newly formed Natural Resource Wales to ensure continuity of expertise in relation to targeted flood warning services.</p>	<p>called upon to provide advice to other local authorities.</p> <p>7. The morfa flood scheme is still in progress with WG and it is hoped it will be completed by December 2013.</p>

### 8.5 Regulatory Services

Key Issues / Areas of further work	Positive Progress
<p>1. The Joint Community Safety Team structure has been reviewed to make improvements.</p> <p>2. The joint approach to addressing overweight vehicles still needs to be discussed with Highways. Also need to consider if the investment in the equipment will enable the team to offer the service to other counties.</p> <p>3. The planning service restructure is being considered.</p> <p>4. The Ecoli Report action plan progress is due to be reported to Members. Work on food procurement in other service areas is still outstanding.</p> <p>5. FOI requests are placing a significant burden on the service. Ways to address this such as EDM or publication on the Web needs to be considered.</p> <p>6. Need to ensure that feedback is given to complainants so they are aware that action has been taken.</p> <p>7. Work being undertaken to improve the Empty Homes performance measure.</p> <p>8. Need to improve the number of PDRs completed.</p> <p>9. Working to improve PI validation and monitoring of outstanding inspection recommendations.</p>	<p>10. Considerable work has been undertaken to engage with staff and to restructure the service.</p> <p>11. Despite some negative publicity, the scheme for fines for littering and dog fouling has been implemented. The key measure of success will be a reduction in offending in hotspot areas. The hotspot list and area officer list will be circulated to Elected Members to ensure no areas have been missed off the list and that Elected Members are aware who to contact.</p> <p>12. Trading Standards is now refocused in Conwy and there is clarity over function. The team is working with other authorities to consider a regional forward work plan.</p> <p>13. EDM is live in Planning and Building regulation and is showing positive improvements.</p> <p>14. Considerable improvements made in the homelessness team. The team is awaiting a final version of an audit report which may highlight their work as a beacon site.</p> <p>15. Completed a free pilot team building day courtesy of Liverpool University which was a very positive experience.</p>

### 8.6 Internal Audit

Key Issues / Areas of further work	Positive Progress
<p>1. Corporate Governance Training being proposed.</p> <p>2. Staff are about to commence a CIPFA Governance diploma.</p> <p>3. Working to complete the audit of Strategic Partnerships governance arrangements where CCBC is the lead.</p>	<p>5. Work to introduce new contract standing orders with Denbighshire and Flintshire is near completion</p> <p>6. Induction training for Audit Committee completed.</p> <p>7. An audit Committee FWP is now in place and the chair and Vice Chair attended an influential audit CIPFA seminar.</p>

Key Issues / Areas of further work	Positive Progress
4. 82.5% of the annual audit plan was completed against a target of 85%. This was owing to the diversion of staff time to review Home to School Transport and Forces for Good.	8. Consultancy support given for control arrangements for iTrent, and P2P. 9. Completion of Annual Governance Statement in partnership with CIDT.

## 8.7 Corporate Improvement and Development

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>Working to incorporate energy figures in each service area to improve ownership. The figures are in this round of SPRs where applicable and a report is going to scrutiny.</li> <li>Working with Web team to create useful web measures for each service to improve the updating of pages on the website. Partially completed –done the best we can with the technology we have. New CMS should be make this more feasible to review out of date pages.</li> <li>Plan to continually review the performance review process after each SPR round to ensure 'buy in' is maintained.</li> <li>Working to review the frequency of Performance measure reporting.</li> <li>Working to implement the new WG Outcome Agreement Framework.</li> <li>Piloting Conwy specific Gateway review techniques to improve quality assurance of projects.</li> </ol>	<ol style="list-style-type: none"> <li>Working with HR to develop Business Change Management Training – Training has taken place in April.</li> <li>Programme structures now in place for Social Services Transformation, Business Transformation and Customer Service Programme.</li> <li>Developing 'corporate' work experience programme for support services.</li> <li>Positive feedback received from Improving Conwy 2012. Follow up report on progress will be reported to Cabinet in September.</li> <li>Income generation through providing survey service to other organisations.</li> </ol>

## 8.8 Finance

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>Financial management training needs formalising through governance training and corporate induction.</li> <li>Financial web pages need reviewing.</li> <li>Auto enrolment commences in August 2014. Letters ready to go to all staff not in the pension scheme. From October 2017 all staff will be auto enrolled and must choose to opt out – the financial implications of this cannot be predicted yet.</li> <li>iTrent payroll speed issues being addressed through 'patches'</li> <li>Awaiting the outcome of the LAMs debate to see if the scheme will continue.</li> </ol>	<ol style="list-style-type: none"> <li>P2 P progressing. Phase 1 ( bodlondeb) no live.</li> <li>Financial management handbook circulated to all relevant staff.</li> <li>Completed review of insurance and created £200,000 efficiencies.</li> <li>Payroll restructure is completed.</li> <li>Budget review groups set up for each service area.</li> <li>Medium Term Financial Framework in place.</li> <li>Succession planning in place through increased delegation of tasks to increase knowledge.</li> </ol>

## 8.9 Contracts and Procurement

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>A service plan is in progress.</li> <li>A Procurement Strategy and action plan has been drafted and will be approved by March 2014.</li> </ol>	<ol style="list-style-type: none"> <li>A contract management forum is in place.</li> <li>Work on the 21<sup>st</sup> Century schools regional programme is progressing</li> </ol>

Key Issues / Areas of further work	Positive Progress
<ul style="list-style-type: none"> <li>3. Working to develop tendering frameworks and better governance. Currently reviewing Conwy's governance to consider if the review of frameworks should be pulled corporately.</li> <li>4. Bringing together a register of contracts in Conwy and an approved provider list will be produced.</li> <li>5. Reviewing approach to procurement and service requirements – improving the governance process.</li> <li>6. The collaboration approach to procurement is under review at a regional and national level.</li> </ul>	<ul style="list-style-type: none"> <li>9. The review of Contract Standing Orders is in progress.</li> <li>10. Considering methods of income generation eg fees for external work</li> <li>11. Working to record and report on savings achieved.</li> </ul>

### 8.10 Revenue and Benefits

Key Issues / Areas of further work	Positive Progress
<ul style="list-style-type: none"> <li>1. Need to review the access to the number of library and public pcs - given that universal credit can only be accessed online, and we are promoting more online activity ( e-billing for council tax).</li> <li>2. Reviewing the possibility of introducing electronic council tax information booklets in order to reduce printing costs</li> <li>3. Continue to review and monitor the impact of the welfare reforms on the residents of Conwy..</li> <li>4. Continue to work with partners and various stakeholders and to inform the community about the welfare reform changes – key issue for the 'bedroom tax' is the lack of smaller accommodation to move into.</li> <li>5. Working to review the IT systems for Welfare Rights and Financial Assessment Officers – if this can be achieved more financial savings could be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>6. 1<sup>st</sup> April Welfare Reform deadline met and council tax reduction scheme implemented and bedroom tax introduced.</li> <li>7. The new discretionary assistance fund (managed by Northgate) which replaced the social fund from 1<sup>st</sup> April 2013 now has free phone number.</li> <li>8. Positive results in benchmark of sundry debtors – outstanding debt has reduced and write offs have reduced to the lowest in 6 years.</li> <li>9. Take up of council tax e billing and self service is increasing. Housing Benefits clients and landlords are accessing accounts online</li> <li>10. The council tax reduction scheme ad discretionary housing payment has been equality impact assessed.</li> <li>11. Monthly meetings are held with staff regarding welfare reform</li> <li>12. The welfare rights team have identified £5,276,284 benefit gains for their clients.</li> </ul>

**8.11 Highways and Infrastructure** (Year end service plan completed but no SPR took place owing to ERF restructure. A service plan is being developed by the new management team.)

Key Issues / Areas of further work	Positive Progress
1.	2.

**8.12 Property Management & Asset Service** (Year end service plan completed but no SPR took place owing to ERF restructure. A service plan is being developed by the new management team.)

Key Issues / Areas of further work	Positive Progress
1	2

**8.13 Environmental and Technical Services** (Year end service plan completed but no SPR took place owing to ERF restructure. A service plan is being developed by the new management team.)

Key Issues / Areas of further work	Positive Progress
1.	2.

**8.14 Community Development Services**

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. The service need to separate the operation of the leisure centre from Eirias event centre.</li> <li>2. Working to review and establish base budgets for Eirias.</li> <li>3. Working to get a system to deliver commercial catering. Need to improve food and beverage arrangements in order to make a profit.</li> <li>4. The service will develop a business case proforma for special events to assess the cost and benefit to the local economy</li> <li>5. A customer satisfaction form will be issued to all room bookings at Eirias to learn from customer feedback</li> <li>6. Option appraisal for Civic Hall completed. There are H&amp;S and DDA issues.</li> <li>7. The service is reviewing the timely management of performance information.</li> <li>8. Work has commenced to develop an Arts Strategy in conjunction with Venue Cymru.</li> </ol>	<ol style="list-style-type: none"> <li>9. Eirias Board established and regular meetings held with VC and marketing to share equipment and procurement.</li> <li>10. Debriefings are held with clients after all events.</li> <li>11. Ticketing system for Eirias moving from WRU to VC ( except for U20 games)</li> <li>12. Working with Tourist Information Centres to market Eirias.</li> <li>13. EIA Community impact assessments have been completed. Modernising Libraries have shown how they amended their strategy on the basis of the EIA.</li> <li>14. Work to implement online booking for leisure services is due to commence.</li> <li>15. Sickness levels have reduced &amp; 80% of pdrs have been completed.</li> <li>16. The Bay of colwyn Business Network is working well and held a successful 1940s festival. Other business led events include the airshow, Conwy Pirate Show and the Extravaganza.</li> <li>17. A skills strategic programme is now in place.</li> </ol>

**8.15 Theatres and Conference Centre**

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. Working to swap VC car park lights to LED</li> <li>2. Developing a business cased to asses the benefit of solar panels</li> <li>3. The number of conference bookings has declined.</li> <li>4. The service is to produce a report to provide assurance on the pricing structure on a regional comparison of venues and food and beverage comparisons with local facilities.</li> <li>5. Developing a Conwy events offer – as a set of standards to avoid internal competition.</li> </ol>	<ol style="list-style-type: none"> <li>11. Sickness rates in the service have decreased.</li> <li>12. Group PDRs being rolled out for Beverage Assistants.</li> <li>13. Energy saving initiatives continue to have a positive impact on bills and energy rating.</li> <li>14. The Service has been nominated and shortlisted for a sustainability award.</li> <li>15. Ticket sales have increased, particularly an increase in online bookings, however profit has declined.</li> <li>16. Joint working in place for all Conwy venues eg</li> </ol>

Key Issues / Areas of further work	Positive Progress
<ul style="list-style-type: none"> <li>6. The service will investigate options to sell their venue expertise as a service.</li> <li>7. Response rates to customer surveys is low – the service are looking at ways that they can increase the response rate eg asking staff views and making better use of email data that we hold on customers. The service also needs to follow up feedback on organisations that haven't booked with Venue Cymru.</li> <li>8. Need to work to address planning issues identified through the screening of films.</li> <li>9. The service will present more regular progress to Elected Members.</li> <li>10. The service needs to ensure it maximises opportunities from the cruiser liners arriving in Llandudno and to communicate to local businesses what conferences are planned.</li> </ul>	<ul style="list-style-type: none"> <li>technical support, ticket support, front of house and joint promotion.</li> <li>17. In house catering is starting to make a profit and all produce is locally sourced with the exception of dry foods.</li> <li>18. Working in partnership with Ensemble Cymru to increase funding for musical workshops in schools.</li> <li>19. Take Part took place in January and over 4500 attended. Local artists have confirmed it has increased their bookings. Take Part Extra story telling sessions, including welsh language are now taking place.</li> <li>20. The service is maximising the use of social media and scheduled messages sent out.</li> <li>21. Film sessions going well in Theatre Colwyn.</li> </ul>

### 8.16 Marketing and communications

Key Issues / Areas of further work	Positive Progress
<ul style="list-style-type: none"> <li>1. Working to complete the Service Plan</li> <li>2. Team capacity is now a significant issue and members of staff have accrued considerable TOIL. A report is to be tabled with Executive Group to discuss this further.</li> <li>3. Working with Venue Cymru to consider the joint appointment of an apprentice.</li> <li>4. A clearer pricing structure for charging of CCBC services for events is being developed.</li> <li>5. A revised Members Protocol will be developed in due course – it has been delayed owing to capacity.</li> <li>6. Engagement with residents over forthcoming events has been improved following the ombudsman report.</li> <li>7. The Events strategy is scheduled to be completed in November 2013.</li> <li>8. The communication Strategy has been drafted and is currently being presented for approval.</li> <li>9. Currently reviewing the need for more storage space in liaison with the Asset Manager.</li> <li>10. Twitter # being created to support all new events.</li> <li>11. Increasing customer feedback through competitions.</li> <li>12.</li> </ul>	<ul style="list-style-type: none"> <li>13. The service has run Traffic Management and Health and Safety Management training courses for event organisers.</li> <li>14. Hosted the National Outdoor Events Association (NOEA) Wales conference in Eirias.</li> <li>15. Worked closely with voluntary organisation and educational establishments and with Venue Cymru and Eirias to great a pool of event volunteers.</li> <li>16. Working closely with the North Wales Events Officer Group to produce a Pan North Wales Event Organiser Toolkit.</li> <li>17. Working together with Venue Cymru and CDS to produce materials that jointly market and promote Council owned assets and promote "Conwy Great Outdoors" assets. Looking for £3000 to fund this.</li> <li>18. Sub group has been looking at the way we approach securing sponsorship.</li> <li>19. Survey of the economic impact of events now regularly used and debrief after each event to review event.</li> </ul>

### 8.17 Adult, Children & Families Social Services

Key Issues / Areas of further work	Positive Progress
<ul style="list-style-type: none"> <li>1. The Mental Health Partnership is ceasing owing to</li> </ul>	<ul style="list-style-type: none"> <li>13. The service has completed extensive workforce</li> </ul>



Key Issues / Areas of further work	Positive Progress
<p>the changes in Betsi Cadwaladr Health Board. A memorandum of Understanding will be put in place. Performance information on the service has been presented to the regional board, but will be presented to the Council in future.</p> <ol style="list-style-type: none"> <li>2. Financial demands on the service remain and this will continue as the demand for Learning Disability and elderly care services increases.</li> <li>3. A pilot outcome based carers assessment is in progress and will replace the existing measures in the Corporate Plan.</li> <li>4. A report on enhanced care will be presented to scrutiny in August.</li> <li>5. The Joint Equipment Store collaborative project is still awaiting approval to sign the S33 Agreement owing to accountancy queries, but it is hoped this will be resolved shortly. An update and lessons learnt from this project will be presented to scrutiny.</li> <li>6. The Adoption service is working with the Institute of Public Care to review the service and to put forward any recommendations. The service has worked well but a review of governance is needed as there is too much reliance on good will.</li> <li>7. A report is being developed to consider improvements to agile working for the service – aiming for paperless service and speed of access to information.</li> <li>8. Further work is needed to integrate health and Social Care at Gogarth.</li> <li>9. A single point of access working group has been established to look at information sharing with Health.</li> <li>10. The Service as to shift to early intervention and prevention if it is to remain sustainable.</li> <li>11. The Service is reviewing its charging policy</li> <li>12. Regular meetings are taking place to review the responsibility to care for 16/17year olds on remand. A protocol has been developed to prevent the need for remand where possible.</li> </ol>	<p>profiling in order to address succession planning and to profile the varying types of contracts.</p> <ol style="list-style-type: none"> <li>14. The service has been successful in securing a grant to support the new requirement to care for 16/17 year olds presenting as homeless. The numbers are increasing and the emphasis is rehabilitation to return them to their family home if feasible.</li> <li>15. A carers' framework has been developed and a project for young carers has been established in conjunction with NCH.</li> <li>16. A Strategic Locality Board has been set up with Health colleagues. This is a county wide meeting and has improved communication and relationships with Health colleagues.</li> <li>17. The Health and Well Being Strategy is now synchronised with the Health plan and is working well.</li> <li>18. Intermediate Care is now embedded in localities to prevent dilution of services and Betsi services are working to an SLA to protect Service provision.</li> <li>19. The SS Transformation (GET) is progressing well. There has been a huge investment in staff engagement and a shift of performance responsibility to operational managers. A quality assurance framework is in place to support this.</li> <li>20. Quality of life assessments are in place for Extra Care Housing and Llys Elian.</li> <li>21. The service finished the financial year within budget.</li> </ol>

### 8.18 Education

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. Report being presented in July regarding phase 2 of primary school modernisation aligned to WG programme and funding. This will include a possible area school and the amalgamation of primary schools.</li> <li>2. Recruitment to headships is still an issue and has to be balanced with the modernisation</li> </ol>	<ol style="list-style-type: none"> <li>7. The regional collaboration – ‘GwE’ went live on 1<sup>st</sup> April.</li> <li>8. Positive progress has been made to reduce the level of reserves in Schools. Schools must justify their reserves and a time limit to spend is now in place or the funds may be clawed back and redistributed to other schools.</li> </ol>

Key Issues / Areas of further work	Positive Progress
<p>agenda. A joint and head 15 Interim heads have been appointed. A cluster of federation schools is being trialled in Dyffryn Conwy. A key problem is that Heads must have the NPQH qualification and there are not enough course spaces available.</p> <ol style="list-style-type: none"> <li>3. Reviewing spare accommodation in schools owing to unfilled places. Considering suitability for other uses eg outreach based counselling, office space, storage etc. (within the limits of CRB and H&amp;S).</li> <li>4. An interim APSE manager has been appointed to review Home to School Transport.</li> <li>5. ESTYN review expected in September 2014.</li> <li>6. The service is monitoring the impact of welfare reform on families and the potential impact this may have on educational attainment. Time to talk sessions with educational psychologists are available for parents.</li> </ol>	<ol style="list-style-type: none"> <li>9. Service self evaluation is aligned to the Estyn framework and a programme is in place to present elements of the framework to Elected Members throughout the year.</li> <li>10. School development plans are in place for all schools.</li> <li>11. Changes in ALN mean that schools can opt to buy back the service 99% of schools have done so.</li> <li>12. Working to standardise all business systems so that reports can be run regionally.</li> <li>13. An action plan is in place and a significant amount of work has been undertaken to support schools to improve educational attainment. All pupils are tracked and there has been a focus on 4 specific primary schools that were underperforming and this has shown positive results. The results of this will be evidenced in August 2013 &amp; 2014.</li> <li>14. Developed 'nurture groups' to target 3 year olds social skills and parents evenings to explain literacy schemes. The team around the family is identifying and supporting vulnerable families.</li> </ol>

### 8.19 Strategic Partnerships

Key Issues / Areas of further work	Positive Progress
<ol style="list-style-type: none"> <li>1. Working to improve the information flow of key partnerships and to review capacity to provide more support and links to the Conwy leads on the LSB, Ambition Board and Leadership Board.</li> <li>2. Working to improve the scrutiny of the LSB through Partnership Scrutiny Committee and co-opting partners on to the committee.</li> <li>3. Working to produce an annual report on One Conwy and reporting back to LSB to review the actions, indicators and key priorities.</li> <li>4. A review of partnerships is needed – we need to evidence a 50% rationalisation – a proposal will be presented to Executive group for further consideration.</li> <li>5. Capacity of the corporate partnership team is an issue and is under review.</li> <li>6. Further work is needed to improve the consultation database.</li> <li>7. Working to improve the governance of the RDP partnership eg the signing of the MOU.</li> </ol>	<ol style="list-style-type: none"> <li>8. A new Corporate Partnerships Manager has been appointed.</li> <li>9. Town and Community Council liaison has been moved to CICs to release capacity in the partnership team.</li> <li>10. LSB projects on workforce development, financial inclusion, antipoverty and domestic violence are in place and progressing</li> <li>11. The Governance toolkit has been reviewed and the Engagement Strategy has been completed and is currently being presented for approval.</li> <li>12. Completing a review of partnerships agreements that are in place.</li> </ol>