

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 12 May 2016
<b>Report Subject</b>	Improvement Plan 2016/17
<b>Cabinet Member</b>	Leader of the Council
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 has been refreshed and updated to reflect the key priorities of the Council for next year. The structure of the plan is retained with the eight priorities and the sub-priorities. Five of the eight priorities continue with a refresh of longer term projects or ambitions, whereas the remaining three have been reviewed to reflect longer term projects or ambitions, local circumstances and priorities.

There is also a new section within each sub-priority which references national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2016-2020.

Following presentation of the initial draft to Cabinet on 19 April 2016, relevant sections of the Improvement Plan are being presented to Overview and Scrutiny Committees for consultation and input, along with the proposed targets for the national performance indicators. This committee has the opportunity to comment on the Improvement Plan as a whole and with specific reference to the “Modern and Efficient Council” priority.

### RECOMMENDATIONS

1	To review and comment on: <ol style="list-style-type: none"> <li>i. The content of the Improvement Plan and ‘How we measure achievement’ document for the Priority “Modern and Efficient</li> </ol>
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	<p>Council”.</p> <p>ii. The strategic approach to the Improvement Plan and its delivery.</p> <p>iii. The proposed targets for the national performance indicators.</p>
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## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE IMPROVEMENT PLAN AND TARGET SETTING</b>
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the measure) to set Improvement Objectives and publish an Improvement Plan. It is a statutory requirement for the County Council to adopt the Improvement Plan.
1.02	Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013/14 the Council thoroughly reviewed the priorities to streamline them and rest them with clearer outcome based aims. A revised set of eight priorities supported by a structure of sub-priorities was adopted.
1.03	The Plan presentation also changed providing detail for each of the priorities which were to have the most impact during the year. This has helped the organisation to concentrate on the outcomes where most immediate attention was needed.
1.04	In recent years the Plan has been effective in setting priorities and achieving outcomes. This has been validated by the Wales Audit Office (WAO) as below.
1.05	<p>The WAO in its Corporate Assessment report of March 2015 said that <i>“the Council has established a wide-ranging set of clearly-stated priorities that have a broad base of support within the Council and among partners”</i>.</p> <p>In addition the report commented on: <i>“The Council sets out its vision clearly within its Improvement Plan, as required by the Local Government Measure 2009 (the Measure). For 2014-15, the Council’s coherent set of eight strategic priorities is underpinned by more detailed sub-priorities, some of which are identified clearly as areas of particular focus during the year. Though wide-ranging, the Council’s vision demonstrates a clear commitment to continuous improvement, reflected by targets for improving the efficiency and effectiveness of its services, particularly those associated with its in-year Improvement Objectives.”</i></p> <p>The format and content of the Plan was also commented upon: <i>“The Council has worked hard to improve the quality of this key plan and the Improvement Plan for 2014-15 is a clear and accessible document that sets out far more clearly than before what the Council plans to do and how its success might be measured and evaluated.”</i></p>
1.06	For 2016/17 a review of the current priorities and sub-priorities has

	<p>been undertaken to set: -</p> <ul style="list-style-type: none"> <li>• priorities that continue into 2016/17 for sustained attention;</li> <li>• activities that can now be removed as completion of a time-limited piece of work e.g. Universal Credit preparation, use of the National Procurement Service;</li> <li>• priorities which could be broadened to include more strategic issues e.g. ‘Creating jobs and growing the local economy’, the care home market;</li> <li>• sub-priorities which could be merged e.g. Fuel Poverty and Maximising Income;</li> <li>• emerging priority activities for 2016/17 e.g. Improving chances for Looked after Children, mental health.</li> </ul> <p>Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views and service demands and national policy and legislation.</p>
1.07	<p>For each sub-priority which continues to be high profile for 2016/17 there has been a review based on: -</p> <ul style="list-style-type: none"> <li>• the reasoning for the priority status;</li> <li>• what we will do and how we will measure achievement; and</li> <li>• the risks that will need to be managed.</li> </ul> <p>In addition there is a section on national policy issues which may impact our ability to deliver and achieve.</p>
1.08	<p>The Improvement Plan in totality is presented as 2 documents that are inter-related; firstly the ‘public’ version of our statements of intent around the 8 priorities and secondly the document that describes the targets and milestones on which achievement will be measured. This is the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.</p> <p>Appendix 1 is the draft Improvement Plan, including the ‘How we will Measure Achievement’ document.</p>
1.09	<p>The main changes within the “Modern and Efficient Council” priority are to be found within the ‘Developing Communities’ sub-priority for 2016/17. This builds on what has been completed in year one (2015/16) with support for local communities.</p> <p>It concentrates on:</p> <ul style="list-style-type: none"> <li>• Developing the community and social sectors to support local Communities to be more self-sufficient.</li> <li>• Creating alternative delivery models within the community and Social sector to sustain valued public services.</li> <li>• Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.</li> <li>• Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping</li> </ul>

	<p>local money in the community.</p> <ul style="list-style-type: none"> <li>• Ensuring our Armed Forces Community and their families are recognised for their commitment.</li> </ul>
1.10	The final Improvement Plan will be available as a web-based document published on the website before the end of June following endorsement by County Council.
1.11	<p>In addition to the performance measures in the Improvement Plan, the Council has a duty to collect and report annually on a number of statutory measures to Welsh Government:</p> <ul style="list-style-type: none"> <li>• National Strategic Indicators (NSIs)</li> <li>• Public Accountability Measures (PAMs)</li> </ul> <p>Some proposed deletions for indicators in Social Services are based on new requirements for additional measures as part of the statutory Outcomes Framework.</p>
1.12	<p>Targets are set for the current year and the next year based on historical trend, comparative performance and local circumstances. Such considerations are detailed in the 'rationale' for the target.</p> <p>Classifications are also set for each performance indicator and the rationale for the selection is stated: -</p> <ul style="list-style-type: none"> <li>• Improvement - current performance is poor and improvement is being targeted.</li> <li>• Incremental - current performance is fair but stepped, incremental improvement is being sought.</li> <li>• Maintenance - current performance is good and we are seeking to maintain that level.</li> </ul> <p>Appendix 2 is a schedule of all of the national performance indicators for the Council, which are being considered separately by the relevant Overview and Scrutiny committees. These discussions will also consider any updates to missing data as at this point.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Following presentation of the initial draft to Cabinet on 19th April 2016, relevant sections of the Improvement Plan are now being presented to Overview and Scrutiny Committees for consultation and input.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>Delivery of the plan objectives are risk managed as part of each of the sub-priorities of the Improvement Plan. They are monitored and reported against quarterly to the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales (30 June) and not adhering to the prerequisite content. Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure.</p> <p>An additional risk is that Members do not endorse the Plan; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p><b>Appendix 1</b> – Improvement Plan 2016/17 and “How we measure achievements” document.</p> <p><b>Appendix 2</b> – Proposed national performance indicator targets.</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Louise Mackie, Policy and Performance Support Officer  <b>Telephone:</b> 01352 702154  <b>E-mail:</b> <a href="mailto:louise.mackie@flintshire.gov.uk">louise.mackie@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Improvement Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.</p>
7.02	<p><b>Corporate Assessment:</b> in 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in depth Corporate Assessment reports on the Council’s track record of performance and outcomes as well as the key arrangements necessary to underpin improvements in services and functions. Flintshire’s first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report reported to Cabinet in March 2015.</p>
7.03	<p><b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p>

7.04	<b>Wales Audit Office:</b> works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.
7.05	<b>Social Enterprise:</b> businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
7.06	<b>Community Benefit Clauses:</b> benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.
7.07	<b>Alternative Delivery Models (ADMs):</b> new approaches to service delivery designed to sustain important services and meet future need.