

## EDUCATION & YOUTH OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 13 <sup>th</sup> October 2016
<b>Report Subject</b>	Quarter 1 Improvement Plan Monitoring Report
<b>Cabinet Member</b>	Cabinet Member for Education
<b>Report Author</b>	Chief Executive Chief Officer – Education & Youth
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

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

This report presents the monitoring of progress for the first quarter of the Improvement Plan 2016/17 priority 'Skills and Learning' relevant to the Education and Youth Overview and Scrutiny Committee.




Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance Reports. This Quarter 1 monitoring report for the 2016/17 Improvement Plan is also a positive report, with the majority of activities being assessed as making good progress 83% and likely to achieve the desired outcome 83%. In addition, 50% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (71%).

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

### RECOMMENDATIONS

1	That the Committee consider the Quarter 1 Improvement Plan monitoring report for the Skills and Learning priority to monitor under performance and request further information as appropriate.
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## REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	<p>The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.</p>
1.02	<p>Analysis of performance against the Improvement Plan measures is undertaken using trend arrows.</p> <p>Analysis of trend performance (against previous quarters, or against the same quarter of the previous year for Quarter 1) is shown with an arrow;</p> <ul style="list-style-type: none"> <li>• To indicate upward trend </li> <li>• To indicate downward trend </li> <li>• To indicate no change </li> </ul>
1.03	<p><b>Monitoring our Activities</b></p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> <li>• RED: Limited Progress – delay in scheduled activity; not on track</li> <li>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track</li> <li>• GREEN: Good Progress – activities completed on schedule, on track</li> </ul> <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> <li>• RED: Low – lower level of confidence in the achievement of the outcome(s)</li> <li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li> <li>• GREEN: High – full confidence in the achievement of the outcome(s)</li> </ul>
1.04	<p>In summary our overall progress against the high level activities is: -</p> <p><b>ACTIVITIES PROGRESS</b></p> <ul style="list-style-type: none"> <li>• We are making good (green) progress in 10 (83%).</li> <li>• We are making satisfactory (amber) progress in 2 (17%).</li> <li>• We are making limited progress (red) in 0 (0%).</li> </ul>

	<p><b>ACTIVITIES OUTCOME</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the achievement of 10 (83%).</li> <li>• We have a medium (amber) level of confidence in the achievement of 2 (17%).</li> <li>• We have a low (red) level of confidence in the achievement of 0 (0%).</li> </ul>
1.05	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> <li>• RED equates to a position of under-performance against target.</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance for those PIs which are measured quarterly and where performance could be compared with target, shows the following: -</p> <ul style="list-style-type: none"> <li>• 1 (50%) had achieved a green RAG status</li> <li>• 0 (0%) had achieved an amber RAG status</li> <li>• 1 (50%) had achieved a red RAG status</li> </ul>
1.07	<p>Analysis of the trend for those indicators where performance could be compared with the Q1 period of 2015/16, shows:</p> <ul style="list-style-type: none"> <li>• 1 (50%) had improved</li> <li>• 0 (0%) had remained at the same level</li> <li>• 50 (50%) had downturned</li> </ul>
1.08	<p>The one performance indicator that showed a red RAG status is:-</p> <p><b>The percentage of young people above school age in the youth justice system that are offered 16+ ETE</b>  <b>Q1 Target 55 - Q1 Actual 40</b></p> <p>The cohort that meets the criteria for the indicators is small - only one young person in the school age category, and 5 in the above school age category. Of those in the above school age cohort, one had no ETE provision at all. Overall however, performance is improving in this area, and the closer links that have been developed between the Youth Justice Service and Education have resulted in more satisfactory outcomes for young people.</p>
1.09	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -</p> <ul style="list-style-type: none"> <li>• 0 (0%) is insignificant (green)</li> <li>• 0 (0%) are minor (yellow)</li> </ul>

	<ul style="list-style-type: none"> <li>• 5 (71%) are moderate (amber)</li> <li>• 2 (29) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul>
1.10	<p>The 2 major (red) risks are:</p> <p><b>Number of school places not matching the changing demographics</b>  Reducing school places via School organisation change has a long timeline before reductions of unfilled places are released, and continues to be an on-going function. To supplement this the Council continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis, with the objective of meeting national targets of around 10% unfilled in all sectors.  The recent School Organisation Change determinations, will result in a reduction in unfilled places across both primary and secondary sectors. This will be required post School September Statistical returns.</p> <p><b>Limited funding to address the backlog of known repair and maintenance works in Education &amp; Youth assets</b>  Continuation of school Modernisation programme is the only conceivable way of addressing the repair and maintenance backlog. Additionally the programme continuation will also support:</p> <ul style="list-style-type: none"> <li>i) A reduction of unfilled places;</li> <li>ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership.</li> </ul> <p>Ensure that the condition and suitability of the school estate is improved.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.
2.02	Resources to produce the progress and trend analysis reports has reduced significantly through the use of the CAMMS system.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Overview and Scrutiny Committees have been involved in quarterly performance progress reports. The Audit Committee receives twice yearly Improvement Plan risk reports.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Progress against the risks identified in the Improvement Plan have been reported on for Quarter 1 and the detail is included in the report at Appendix 1.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Quarter 1 Improvement Plan Monitoring Report – Skills and Learning

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.  <b>Contact Officer:</b> Ceri Shotton <b>Telephone:</b> 01352 702305 <b>E-mail:</b> <a href="mailto:ceri.owen@flintshire.gov.uk">ceri.owen@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<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.
7.02	<b>CAMMS:</b> is an integrated planning, risk management and programme / project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council's Improvement Plan and the Portfolio of Social Services.
7.03	<b>Headings: 'Pre. Year Period Actual':</b> Performance Indicators are compared back to the same quarter of the previous reporting year.
7.04	<b>Trend Arrows:</b> An upward trend arrow doesn't necessarily mean an improvement in performance and nor does a downward trend necessarily mean a reduction in performance. The trend arrows relate to the target set, so if a target is, for example, to reduce sickness absence and the reported actual is less than the previous quarter, a downward trend arrow would be generated, even though the performance has actually improved because less people are off sick. The improved performance will be shown in the RAG status (as detailed below) as green.
7.05	<b>Risk Matrix:</b> Risks are now assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. Paragraph 6.03 contains a link to the Audit Committee report which outlines the new approach, including the use of a new and more sophisticated risk

assessment matrix which provides greater opportunities to show changes over time.

**Risk Likelihood and Impact Matrix**

<b>Impact Severity</b>	<b>Catastrophic</b>	<b>Y</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>B</b>	<b>B</b>
	<b>Critical</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>
	<b>Marginal</b>	<b>G</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>R</b>
	<b>Negligible</b>	<b>G</b>	<b>G</b>	<b>Y</b>	<b>Y</b>	<b>A</b>	<b>A</b>
		<b>Unlikely (5%)</b>	<b>Very Low (15%)</b>	<b>Low (30%)</b>	<b>Significant (50%)</b>	<b>Very High (65%)</b>	<b>Extremely High (80%)</b>
		<b>Likelihood &amp; Percentage of risk happening</b>					

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.