

CABINET

Date of Meeting	Tuesday, 13 th December 2016
Report Subject	Quarter 2 Improvement Plan 2016/17 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Resources
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan 2016/17 was adopted by the Council in June 2016. This report presents the monitoring of progress for the second quarter of 2016/17 from July to September 2016.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports and the Council's Annual Performance reports of preceding years.

This second quarter monitoring report for 2016/17 is another positive report with 98% of agreed actions being assessed as making good progress and 54% likely to achieve the desired outcome. In addition, 70% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (70%) or minor/insignificant (18%).

This report is an exception based report. Therefore the detail concentrates on the areas of under-performance and risk.

RECOMMENDATIONS

1	<p>To agree the following:</p> <ul style="list-style-type: none"> • The levels of progress and confidence in the achievement of high level activities which seek to deliver the impacts of the Improvement Plan; • The performance against Improvement Plan performance indicators; and
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	<ul style="list-style-type: none"> The current risk levels for the risks identified in the Improvement Plan.
2	Cabinet Members be assured by plans and actions to manage the delivery of the 2016/17 Improvement priority, subject to Overview and Scrutiny Committee review.

REPORT DETAILS

1.00	EXPLAINING THE QUARTER 2 IMPROVEMENT PLAN 2017/18
1.01	The Improvement Plan monitoring reports give an explanation of the progress being made toward 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 being controlled.
1.02	Individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective themed reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report.
1.04	<p>Monitoring our Actions</p> <p>Each of the sub-priorities have high level actions which are monitored over time. 'Progress' monitors progress against scheduled actions and has been categorised as follows: -</p> <ul style="list-style-type: none"> RED: Limited Progress – delay in scheduled action; not on track AMBER: Satisfactory Progress – some delay in scheduled action, but broadly on track GREEN: Good Progress – actions completed on schedule, on track <p>A RAG (Red/Amber/Green) 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. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> RED: Low – lower level of confidence in the achievement of the outcome(s) AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) GREEN: High – full confidence in the achievement of the outcome(s).
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p> <ul style="list-style-type: none"> We are making good (green) progress in 56 (98%) actions.

	<ul style="list-style-type: none"> We are making satisfactory (amber) progress in 1 (2%) action. <p>ACTIONSS OUTCOME</p> <ul style="list-style-type: none"> We have a high (green) level of confidence in the achievement of 31 (54%) action outcomes. We have a medium (amber) level of confidence in the achievement of 26 action outcomes (46%). None of our actions have a low (red) level of confidence in achievement of outcomes.
1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p> <ul style="list-style-type: none"> RED equates to a position of under-performance against target AMBER equates to a mid-position where improvement may have been made but performance has missed the target GREEN equates to a position of positive performance against target.
1.07	<p>Analysis of current levels of quarterly performance shows the following: -</p> <ul style="list-style-type: none"> 31 (70%) had achieved a green RAG status 3 (7%) have an amber RAG status 10 (23%) have a red RAG status
1.08	<p>The ten quarterly performance indicators (PI's) which showed a red RAG status for current performance are: -</p> <p>Priority: Housing</p> <p>PI: Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Scheme.</p> <p>The number of loans completed during this quarter has not met target. A review of each loan application is being implemented to ensure that further progress against the target can be made in the next quarter.</p> <p>Priority: Housing</p> <p>PI: Capital Works Target – Central Heating.</p> <p>The Off Gas Programme in Treuddyn was completed late last year. However due to low oil prices, uptake was very low. The Penyffordd Off Gas Installation was due to be completed in late October, however this has now been re-scheduled for the end of December. As oil prices increase uptake from tenants in these areas should improve.</p> <p>PI: Capital Works Target – Roofs & Associated Components.</p> <p>PI: Capital Works Target – Windows.</p> <p>PI: Capital Works Target – External Doors</p> <p>The replacement of roof coverings forms part of the whole house envelope programme, including windows and external doors. As part of the programme all three of the individual components are completed as one element by the same principal contractor.</p>

This was the only programme which remained incomplete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected. Quarters 1 & 2 have seen 104 properties completed which formed part of the 2015-2016 programme. All surveys for Year 2 work (2016-2017) are now complete and onsite work is due to commence shortly.

Priority: Living Well

PI: Initial child protection conferences held within 15 days of the strategy discussion.

Conference numbers are still high; diary capacity has impacted on the ability to meet timescales for 3 families. The Safeguarding Unit schedule all initial conferences within statutory timescales or as soon as possible afterwards.

Priority: Economy and Enterprise

PI: Number of new jobs created in Flintshire

The quarter target has not been met, but 31 conversions to investment have resulted in 322 new jobs being created, of which 242 were in the Deeside Enterprise Zone and 5 from the social enterprise sector. The new jobs created at the mid-year point (934) is almost reaching the annual target of 1100 new jobs.

Priority: Environment

PI: Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers

There has been a slow uptake. Recommended actions to promote the scheme are being implemented to achieve an increase in take up. Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons Steering Group (YPSG). The YPSG have recommended actions in an attempt to further promote the scheme including communication with all Flintshire based Driving Instructors to promote the benefits of attending the Pass Plus Course. The scheme will be advertised in local service garages and, awareness to parents and young drivers will be promoted across social media. The Council will continue to monitor the impact of the increased promotion of the scheme in terms of attendance.

Priority: Environment

PI: Road safety initiatives to reduce the risk of collisions of high risk groups: Motorcyclists

Initiatives include First Bike on Scene (FBoS), Scooter Safe and Bikesafe. North Wales Police deliver the schemes. Further events are planned throughout North Wales, with courses booked.

Priority: Modern and Efficient Council

PI: Amount of efficiency targets achieved.

Month 6 budget monitoring indicates a current projection of 91% of efficiencies to be achieved within 2016/17. The 91% refers to a current

	<p>projection of £9.605M against the revised efficiency target of £10.521M which was revised following allocation of a contingency fund for a number of efficiencies no longer achievable in the current financial year.</p>
1.09	<p>Monitoring our Risks Analysis of the current risk levels of strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 3 (6%) are insignificant (green) • 6 (12%) are minor (yellow) • 36 (70%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.
1.10	<p>The six major (red) risks are: -</p> <p>Priority: Living Well Risk: Fragility and sustainability of the care home sector.</p> <p>The regional fee setting group met on 18th October taking into account recent census data and data from local authority questionnaires over care hours and market intelligence. The outcomes from this group should be available during December 2016.</p> <p>A Project Manager has been appointed to create a programme of work and priorities to support the care crisis.</p> <p>Priority: Economy and Enterprise Risk: Devolved powers in Wales do not match those in England.</p> <p>The risk assessment remains unchanged in this quarter but there has been extensive work to make the case for increased devolution of powers as part of the North Wales Growth Vision.</p> <p>Priority: Skills and Learning Risk: Numbers of school places not matching the changing demographics.</p> <p>Reducing unfilled school places via school organisation change is an on-going process which has a long timeline. School change projects can take 3 - 5 years from inception to delivery, before reductions of unfilled places can be realised. This continues to be an on-going process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of around 10% unfilled places in all school sectors. The recent school organisation change determinations will result in a reduction in unfilled places across both primary and secondary schools. As a snapshot, the Holywell Learning Campus project has reduced unfilled places in this area by circa 450 places.</p> <p>Priority: Skills and Learning Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.</p>

	<p>Continuation of the School Modernisation programme is the strategic way to address the repair and maintenance backlog. Additionally the programme continuation will also:</p> <ul style="list-style-type: none"> (i) Support a reduction of unfilled places (ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership (iii) Ensure that the condition and suitability of the school estate is improved. <p>Additionally, business cases for capital improvement and repairs and maintenance projects in schools are being considered as part of the Council Fund Capital Programme.</p> <p>Priority: Environment Risk: Funding will not be secured for priority flood alleviation schemes.</p> <p>The grant situation and availability of funding continues to be monitored. A business case to access capital monies to potentially address flood risk schemes is under consideration as part of the Council Fund Capital Programme</p> <p>Priority: Modern and Efficient Council Risk: The scale of the financial challenge</p> <p>The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.10 above.

5.00	APPENDICES
5.01	Appendix 1: Quarter 2 Improvement Plan Progress Report

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	<p>Improvement Plan 2016/17: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Christopher Phillips Telephone: 01352 701457 Email: christopher.x.phillips@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	Improvement Plan: 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	School Modernisation: the process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations.																																													
7.03	<p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)			Likelihood & Percentage of risk happening					
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7.04	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.
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8.00	CAMMS – An explanation of the report headings
	<p>Actions:</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p>Measures (Key Performance Indicators - KPIs):</p> <p><u>Pre. Year Period Actual</u> – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p> <ul style="list-style-type: none"> • A ‘downward arrow’ always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire). • Similarly an ‘upward arrow’ always indicates improved performance. <p><u>YTD Actual</u> – The data for the year so far including previous quarters.</p> <p><u>YTD Target</u> – The target for the year so far including the targets of previous quarters.</p> <p><u>Outcome RAG</u> – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).</p>

Risks:

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – The shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as 'open' or closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.