



Mid-year Council Plan 2017/18 Progress Report

Serving Council



Flintshire County Council



Print Date: 07-Nov-2017

6 Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Work has commenced with the initial priority being focussed on the 2018/19 financial forecast reported to Cabinet in July. Part one of solutions including stage 1 efficiencies have been considered by Scrutiny Committees during October. Development of a 5 year plan will commence on completion of the 2018/19 budget.

Last Updated: 17-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

People strategy is progressing well. i) Workforce and succession planning has been completed by all portfolios. ii) The Management development programme is under review; working towards coaching and mentoring for managers at ILM level 7 iii) Consideration of implementing personal evaluation software to aid succession planning under the invest to save programme. Support is ongoing for three main workstreams: - Managing performance (which could be further aided by the personal evaluation software) - To maintain the integrity and transparency of the single status agreement - To aid the transitions of alternative delivery models

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale, for example a joint framework agreement for printing and graphic design services has been tendered. The outcome will be reported in quarter 4. Regionally we are currently in the process of tendering for a £250m domiciliary care contract which will be accessible by the six local authorities across North Wales, and Betsi Cadwaladr University Health Board (BCUHB). Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.



Last Updated: 01-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	35.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

35% of the best practice action plan has been delivered to date. A Joint Workshop between Procurement and Economic Development Teams across both Denbighshire and Flintshire Councils was held on the 17th October. Actions from the workshop will enable further progress during quarters 3 and 4 . The joint workshop provided an opportunity to promote closer working collaboration. Meetings have also been with Flintshire Voluntary Services Council to discuss how the local Third Sector can be supported to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order provide tendering support on individual tender projects.

Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2017	31-Mar-2018	20.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The Customer Service Strategy was approved by Cabinet in March 2017. A methodical approach has been taken to evaluate current customer access across the organisation which has identified a high volume of telephone contact and a strong link to the Digital Flintshire Strategy. The priority is to develop digital services to enable customers to do more for themselves which in turn will reduce telephone contact leading to a better customer experience and efficiencies. The intention is for Organisational Change to provide programme management support to ensure both strategies deliver at the required pace of change to realise efficiencies and service improvements.

Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	25.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:

Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils capital programme. Review of previous funding allocations in progress to ensure these allocations are being allocated at the appropriate level capital resources permitting.

Last Updated: 01-Nov-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£M)	2389250	7779000	8433000	AMBER	↑	7779000	8433000	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager

Reporting Officer: Sara Dulson - Finance Manager



Aspirational Target:

Progress Comment: Revenue budget monitoring at month 5 reports efficiencies of £7,779,000. This is the latest position for the year to date.



Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	92	95	AMBER	↑	92	95	AMBER



Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 5 is reporting 92% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.
 Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	No Data	0.5	0.5	 GREEN	N/A	0.5	0.5	 GREEN

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring report at month 5 shows the variance between outturn and budget set at 0.5% (£1.348m)
 Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	No Data	1.81	2.25	 GREEN	N/A	1.81	2.25	 AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The FTE days lost for the Council during quarter two is 1.81. This is improvement when compared to the same period in 2016/17 which recorded 2.03 FTE days lost. This is the third consecutive quarter we have seen an improvement in attendance,
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	No Data	72.19	100		N/A	72.19	100	



Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The annual target for completion of appraisals is 100% of eligible employees. The provisional figure at the end of September 2017 was 72% however, the recorded completion rate on iTrent is provisional, and an annual report for Cabinet and CROSC is being prepared which will provide an update. Appraisals are scheduled to take place over the next few months and those recently completed will be reported later in the year.

Last Updated: 02-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	31.85	100		N/A	31.85	100	



Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: Continued increase of attendance from managers is positive because the programme is designed to help identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. This is a new initiative with expectation of further increase in attendance throughout the remainder of the year.

Last Updated: 30-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.51	25		N/A	0.51	25	



Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: The take-up from employees is lower than expected however, we will be working towards targeted marketing to increase participation.

Last Updated: 30-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	0	1.3	2	 RED	↑	2.2	4	 RED



Lead Officer: Gareth Owens - Chief Officer - Governance

Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to be value for money and not deemed detrimental to local suppliers .

Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	52	12.5	 GREEN	↑	101	25	 GREEN



Lead Officer: Gareth Owens - Chief Officer - Governance



Reporting Officer: Arwel Staples - Strategic Procurement Manager



Aspirational Target:

Progress Comment: All Wales spend was with 1202 different suppliers registered with a Postcode within Wales. The high percentage recorded is due to an increase in Council spend during quarter 2.

Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	32	7	 GREEN	↑	61	14	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: Council spend was with 979 different suppliers registered with a Postcode within Flintshire. Half of the spend (£5.2M) was on Social Care & Community Projects going to local suppliers due to the nature of the services required.</p> <p>Last Updated: 01-Nov-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	41	8	 GREEN	↑	76	16	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: Arwel Staples - Strategic Procurement Manager Aspirational Target: Progress Comment: MDA Spend was with 1763 different suppliers registered with a Postcode within Flintshire, Wrexham, Chester, Cheshire West and the Wirral. Half of the spend (£7.3m) was on social care and Community Projects which due to the nature of the services provided was undertaken by suppliers within the region.</p> <p>Last Updated: 01-Nov-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	137	37.25	 GREEN	↑	137	74.5	 GREEN



Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: There are 109 services online via the Council's website and an additional 28 services a customer can report via the Flintshire App.

Last Updated: 23-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	19866	7905	 GREEN	↑	19866	15810	 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader

Reporting Officer: Rebecca Jones - Customer Services Team Leader

Aspirational Target:

Progress Comment: Customers can transact with the Council via its website and mobile App. Q1 the Council received 8,621 enquiries via its website with an increase to 11,245 enquiries received in Q2. There were 671 enquiries received via the mobile App up to the end of Q2.

Last Updated: 23-Oct-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager	 Red	 Red	↔	Open

Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.
Management Controls: Production of a revised Medium Term Financial Strategy (MTFS) to be published Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.
Progress Comment: The Provisional settlement was received on 10th October 2017. The impact of this for Flintshire is a decrease in funding of 0.9%. This is subject to a consultation period with the final settlement due December 2017.

Last Updated: 16-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open

Potential Effect: That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes
Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed
Progress Comment: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.

Last Updated: 30-Oct-2017