CABINET

Date of Meeting	Tuesday, 20th February 2018
Report Subject	Quarter 3 Council Plan 2017/18 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the monitoring of progress at the end of Quarter 3 of 2017/18.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance indicators show good progress with 84% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).

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

RECOMMENDATIONS	
1	Cabinet notes and endorses levels of progress, performance and risk levels in the Quarter 3 Council Plan 2017/18 monitoring report.
2	Cabinet is assured by plans and actions to manage the delivery of the 2017/18 Council Plan.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/18 Council 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	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.04	**Monitoring our Activities** 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: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track 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: - • 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	In summary our overall progress against the high level activities is: - ACTIVITIES PROGRESS • We are making good (green) progress in 47 (81%). • We are making satisfactory (amber) progress in 11 (19%). ACTIVITIES OUTCOME • We have a high (green) level of confidence in the outcome achievement of 43 (74%). • We have a medium (amber) level of confidence in the outcome achievement of 15 (26%). • No activities have a low (red) level of confidence in their outcome achievement.

1.06	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: - • 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	Analysis of current levels of performance against period target shows the following: - • 35 (57%) had achieved a green RAG status • 17 (28%) had achieved an amber RAG status • 9 (15%) had achieved a red RAG status
1.08	The 9 performance indicators which showed a red RAG status for current performance against target are: - **Priority: Supportive Council** • Average number of calendar days taken to deliver a DFG • The number of people who receive a full healthy homes healthy people/ affordable warmth/HHSRS home visit and tailored advice • The number of Council homes receiving efficiency measures • The number of care homes who have implemented the new Progress for Providers Programme • Increased referral rates from services other than Social Services • Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework **Priority: Serving Council** • Percentage of eligible employees receiving an annual appraisal • Percentage of managers completing stress related programmes • Percentage of employees completing stress related programmes Whilst not meeting the period performance target it is important to note, more significance is placed on those indicators which show a red Outcome status at Q3. This is indicating that they are unlikely to meet their target at year-end. There are 3 indicators with a red Outcome RAG: **Average number of calendar days taken to deliver a DFG** Due to the high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure. This has slowed progress delivering some less urgent DFG works. During the third quarter, DFG's were placed on hold for new applications and have been audited with improvements recommended by the Internal Audit Team. The Housing Regeneration Section will implement the recommendations during

	the fourth quarter so that the improvements will be in place for the new financial year. **Percentage of eligible employees receiving an annual appraisal** The target completion rate of appraisals for eligible employees is 100%. However, the completion figure at the end of Quarter 3 was 63%. An annual appraisal report went to Corporate Resources Overview and Scrutiny Committee (CROSC) in January 2018 to explain this. Workforce composition has recently changed including the transfer of Alternative Delivery Models (ADMs) Aura and NEWydd. Leisure and Libraries (now Aura) who previously had high completion rates of appraisals as part of the Council. However now this has a detrimental impact on the overall figure. As part of an assurance process to ensure that all employees receive an appraisal, we have follow-up actions and support for all portfolios off target to improve performance markedly by 31.03.18. **Percentage of employees completing stress related programmes** The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.
1.09	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: - • 1 (2%) is insignificant (green) • 5 (10%) are minor (yellow) • 32 (67%) are moderate (amber) • 10 (21%) are major (red) • 0 (0%) are severe (black)
1.10	The 10 major (red) risks are: - **Priority: Supportive Council** **Risk: Availability of sufficient funding to resource key priorities.** All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements. **Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.** Colleagues from Housing Benefit, Income Team, Neighbourhood Housing and Housing Solutions are currently working together to identify early intervention tools for those tenants that fall into arrears with their rent. Options are being explored to ensure that homelessness is prevented and rent collection is maximised.

	Risk: Demand outstrips supply for residential and nursing home care bed availability. The expansion of Marleyfield to support the medium term development of the nursing sector continues. We have requested the re-phasing of ICF capital to fit in with our capital programme, and are awaiting a response on this from WG. The Strategic Opportunity Review was completed and a report was presented to Cabinet in October. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews from providers and a Care Conference being held in February hosted by Business Wales. A ministerial visit was scheduled for January 2018. **Risk: Annual allocation of Integrated Care Funding (ICF) - Short term funding may undermine medium term service delivery.** We have requested the re-phasing of agreed ICF capital funding to be allocated for the expansion to 2021 to fit with our capital programme. Senior Officers are liaising with Welsh Government to confirm the ongoing use of ICF revenue funding for existing projects. **Risk: Failure to implement safeguarding training may impact on cases not being recognised at an early stage.** Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. **Priority: Learning Council** **Risk: Sustainability of funding streams.** The sustainability of grant funding remains a major and live risk. The Council has received notification of an 11% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is very limited guidance available at the current time from Welsh Government to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 18-19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as WG advised it had been transferred into the Revenue Support Grant. WLGA have challenged this and discussions at the highest level at WG are continuing. Currently only 7.5m of the original 12.5 m grant for all LAs in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing. **Risk: Numbers of school places not matching the changing demographics.** Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing 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 circa 10% unfilled places in all school sectors. **Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.** Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also 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. Additionally, future capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme. **Priority: Green Council** **Risk: Funding will not be secured for priority flood alleviation schemes.** Grant availability continues to be monitored. A five year programme of capital works and flood alleviation schemes has been developed based on transparent criteria in line with Welsh Government guidance to feed into the national pipeline programme. These projects have been assessed on affordability and ability to maximise capital funding from internal and external sources and have been submitted to Welsh Government. The required skill sets to implement effective and innovative flood risk management continue to be developed within the team. The latest design for the Mold Flood Alleviation Scheme has been shared with Environment Overview and Scrutiny in December 2017. Further projects will be developed as part of the flood risk management plan thereby strengthening the Council's position in preparing bid cases for funding. **Priority: Serving Council** **Risk: The scale of the financial challenge** The Provisional settlement for Flintshire was received on 10th October 2017. The impact of this for Flintshire was a decrease in funding of 0.9%. This was subject to a consultation period prior to the final settlement in December 2017. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options will be considered January/February 2018.

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council Plan 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
5.01	Progress against the risks identified in the Council 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: Council Plan 2017/18 – Quarter 3 Progress Report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx **Contact Officer:** Joanne Hayes **Telephone:** 01352 702154 **Email:** joanne.hayes@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Council 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 a Council Plan. **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.

Risk Likelihood and Impact Matrix

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					

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.

CAMMS – An explanation of the report headings

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.
Lead Officer – The person responsible for updating the data on the action.
Status – 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.
Start date – When the action started (usually the start of the financial year).
End date – When the action is expected to be completed.
% complete - 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.
Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).
Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – 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'.
Period Actual – The data for this quarter.
Period Target – The target for this quarter as set at the beginning of the year.
Perf. RAG – 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.
Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

	• 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. YTD Actual – The data for the year so far including previous quarters. YTD Target – The target for the year so far including the targets of previous quarters. Outcome RAG – 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). **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 – This 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.