

CABINET

Date of Meeting	Tuesday, 22 nd May 2018
Report Subject	Year-end Council Plan Monitoring Report 2017/18
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

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 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 83% of activities being assessed as having made good progress, and 74% having achieved the desired outcome. Performance indicators show good progress with 56% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (63%), minor (8%) or insignificant (6%).

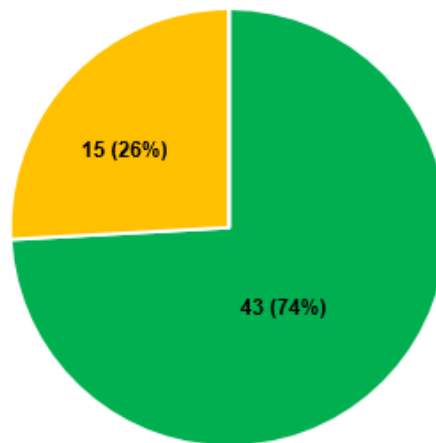
RECOMMENDATIONS

1	Cabinet notes and endorses levels of progress, performance and risk in the Year-end 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 that has been 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	<p>Monitoring our Activities</p> <p><u>ACTIVITIES PROGRESS</u></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"> • 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 <p><u>ACTIVITIES OUTCOME</u></p> <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"> • 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>ACTIVITIES PROGRESS:</p> <div style="text-align: center;"> <table border="1" style="margin: 10px auto;"> <caption>ACTIVITIES PROGRESS DATA</caption> <thead> <tr> <th>Category</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>GREEN</td> <td>48</td> <td>83%</td> </tr> <tr> <td>YELLOW</td> <td>10</td> <td>17%</td> </tr> </tbody> </table> </div>	Category	Count	Percentage	GREEN	48	83%	YELLOW	10	17%
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ACTIVITIES OUTCOME:



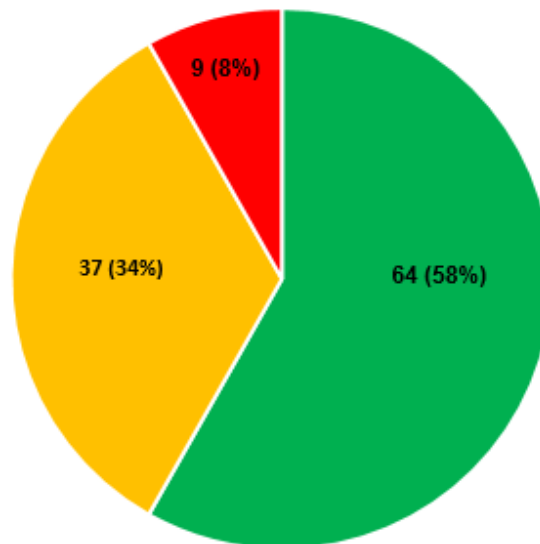
No activities are currently assessed as 'red' for progress or outcome.

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: -



The above figures are correct with the 4 KPIs for which no data is available removed from the calculation

1.08 The 9 performance indicators which showed a red RAG status for overall performance against target for the year are:

Priority: Supportive Council

Annual reduction of domestic fuel bills for residents of Flintshire (£)

Funding to support households has been greatly reduced by external funders this year and has contributed to the low annual figures.

The number of Council homes receiving energy efficiency measures

Targets have not been met due to Welsh Government funding not being available which would have match funded External Wall Insulation (EWI) schemes. This has limited the number of Council homes benefiting from energy efficiency measures.

The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers

10 care homes are working towards the silver standard, and although none have yet achieved this ambitious target, we would expect some of these homes to achieve silver by March 2019. This will continue to be monitored into the 2018/19 Council Plan.

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

Total number of employees who completed the Welsh Government approved training is 676. As 60% of employees do not have access to a P.C. or laptop, alternative delivery methods such as face-to-face sessions, Chrome and possibly Audio book sessions will continue to be offered. We will continue to promote completion of the e-learning module whenever possible.

Priority: Learning Council**Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths**

Pupils entitled to free school meals achieved below the Wales average in 2017 for this indicator at Key Stage 4. This remains a key focus area for improvement.

Priority: Connected Council**Percentage of community benefit clauses in new procurement contracts under £1M**

The Council has developed a new Community Benefits Strategy which was approved by Cabinet in October 2017. This is accompanied by a new Community Benefits Delivery Plan template which will assist the service commissioners to identify and target relevant Community Benefits. In addition a new Commissioning Form requires commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service. During Quarter 4 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4. Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue into 2018/19 as the use of the Delivery Plan template is used more widely.

Priority: Serving Council**Percentage of Managers completing stress related programmes**

The programme is designed to help managers 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. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Percentage of employees completing stress related programmes

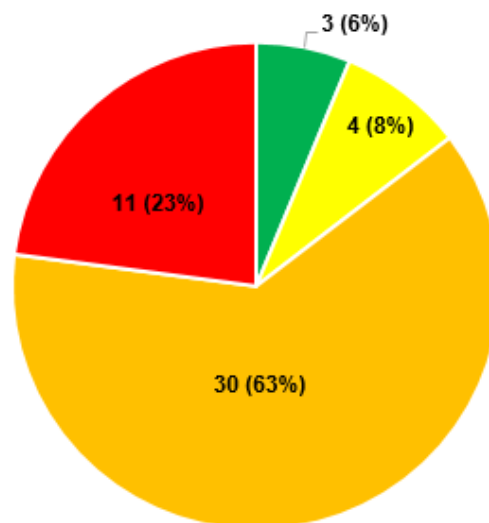
The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.

The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)

A total of £4.8m of annual spend was procured through various framework agreements that were put in place by the National Procurement Service (NPS). The use of the NPS arrangements has resulted in £114,000 of total efficiency savings. The amount of take up of framework agreements is much lower than anticipated due to the fact that the various framework agreements awarded are not deemed to provide value for money, and the use of some of these framework agreements would be detrimental to local supply chains. As a result of local and regional procurement exercises, being undertaken local suppliers have an opportunity to compete for Council contracts and are deemed more competitive. As a result Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model.

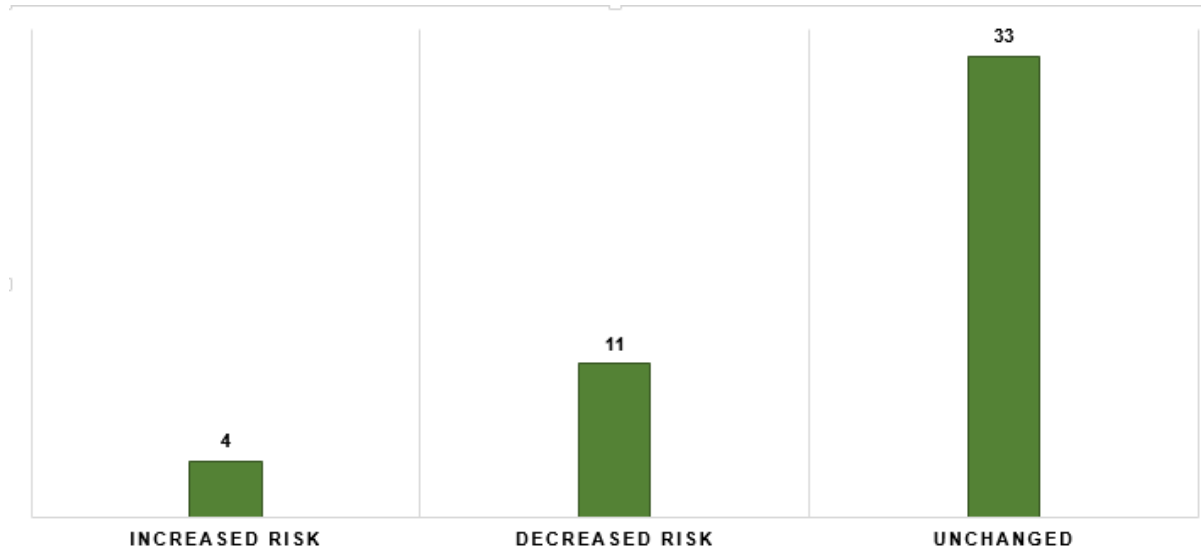
1.09 An Action Plan will be produced for each performance indicator which shows a red RAG status for overall performance against target for the year. This will look in more detail at what steps can be taken to mitigate future underperformance and whether the indicator should be carried over to the 2018/19 Council Plan. This Action Plan will go to Cabinet in June 2018.

1.10 **Monitoring our Risks**
Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:



Key:
■ Insignificant ■ Minor ■ Moderate ■ Major ■ Severe

Analysis of the current direction of travel for the strategic risks identified in the Council Plan is as follows:



1.11 The 11 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. The Council was forced to delay the least urgent Disabled facilities Grant (DFG) cases in the latter part of 2017/18 due to demand on the service.

Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.

The first year of Universal Credit full service has resulted in an increase in rent arrears for our tenants. Council Tax collection rates, however, appear to be unaffected at this stage. Work will continue in 2018/19 to target early intervention for tenants claiming Universal Credit to tackle rent arrears and to encourage payment of rent to avoid new or escalating arrears in order to ensure that homelessness is prevented wherever possible 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 is ongoing. The re-phasing of Integrated Care Fund capital to fit in with our capital programme has been agreed by Welsh Government. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews for providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit is scheduled for May 2018.

Risk: Knowledge and awareness of safeguarding not sufficiently developed in all portfolios

Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report.

Safeguarding awareness workshops were delivered during National Safeguarding

Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.

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 a 7.69% 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 limited guidance available at the current time from Welsh Government (WG) 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, in future year's capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

	<p>Priority: Green Council Risk: Funding will not be secured for priority flood alleviation schemes. Measure 10 of Flintshire’s Local Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". The Flood Risk Management Team continues to identify and secure funding for priority flood alleviation schemes. It is recognised that skills and resources within the Team need to be developed to ensure the programme of local prioritised schemes and improvement works can be sustainably funded and delivered. A service review is intended to create a more effective approach/structure that balances the ability to secure funding for flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act.</p> <p>Risk: Adverse weather conditions on the highway network The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were if identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.</p> <p>Priority: Serving Council Risk: The scale of the financial challenge The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. 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 were agreed in February 2018. An initial forecast for 2019/20 was considered by Cabinet in April 2018.</p>
1.12	An Action Plan will be produced for each risk which shows a red RAG status. This will look in more detail at what steps can be taken to mitigate the risk and whether the risk should be carried over to the 2018/19 Council Plan. This Action Plan will go to Cabinet in June 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
4.01	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 1.08 and 1.11 above.

5.00	APPENDICES
5.01	Appendix 1: Year-end Council Plan Monitoring Report 2017/18

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</p> <p>Contact Officer: Karen Armstrong Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk</p>

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.
7.02	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.

7.03

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.

7.04

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.