

CABINET

Date of Meeting	Tuesday, 20 th June 2017
Report Subject	Improvement Plan 2016/17 Outturn Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2016/17 was adopted by the Council in June 2016. This report presents the monitoring of progress at the end of the year.

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 end of year monitoring report for 2016/17 is another positive report with 100% of agreed actions being assessed as making good progress and 82% likely to achieve the desired outcome. In addition, 66% of the performance indicators met or exceeded target for the year, whilst half showed improvement or remained stable. Risks are also being successfully managed with the majority being assessed as moderate (45%) or minor/insignificant (42%).

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

RECOMMENDATIONS

1	<p>To agree to:</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	Members to be assured by the delivery of plans and actions to achieve the priorities within the 2016/17 Improvement plan subject to the comments of the Overview and Scrutiny Committee reviews.

REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN 2016/17 OUTTURN REPORT
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 into a single report for Cabinet. Each Overview and Scrutiny Committee will receive extracts of the reports for their respective portfolios.
1.03	This is an exception based report. Therefore the report concentrates on the areas of under-performance and risk.
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 Red/Amber/Green (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. 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 57 (100%) actions.

	<p>ACTIONS OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 47 (82%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 10 action outcomes (18%). • 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 where the data is currently available shows the following: -</p> <ul style="list-style-type: none"> • 62 (66%) had achieved a green RAG status • 24 (26%) have an amber RAG status • 8 (8%) have a red RAG status <div data-bbox="469 1167 1272 1599" data-label="Figure"> <p style="text-align: center;"><u>KPI Progress Status</u></p> <table border="1"> <caption>KPI Progress Status Data</caption> <thead> <tr> <th>Status</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>On Track</td> <td>62</td> <td>66%</td> </tr> <tr> <td>Monitor</td> <td>24</td> <td>26%</td> </tr> <tr> <td>Off Track</td> <td>8</td> <td>8%</td> </tr> </tbody> </table> </div> <p>Performance trends have identified that half of the measures have remained stable or improved on the previous year.</p>	Status	Count	Percentage	On Track	62	66%	Monitor	24	26%	Off Track	8	8%
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On Track	62	66%											
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1.08	<p>The 8 quarterly performance indicators (PI's) which showed a red RAG status for current performance are: -</p> <p>Priority: Housing</p> <p>The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months</p>												

As projected in quarter 3 some of the more complex outcomes rolled over to quarter 4 and this has reduced the overall performance for 2016/17. This year there has been a decline in availability of suitable private sector properties as a homelessness prevention solution. In addition there has been an increase in more complex cases and the service experienced an unplanned reduction in specialist resources which is reflective of the outcome.

Repair / improve private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan.

This year the take up of home renovation loans has been considerably less than targeted. The WG Home Improvement Loan has already been identified as being of low demand and is being reviewed with WG.

Capital Works Target - Roofs & Associated Components

The replacement of roof coverings forms part of the Whole House Envelope programme. This also includes the replacement of windows and external doors.

As part of the programme all three of the individual components are completed as one exercise by the same principal contractor.

This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed.

Due to this delay the Delivery Team have been ensuring all properties relating to Year 1 that have been reallocated into Year 2 are completed as soon as possible. This has had a direct impact on Year 3's delivery.

The Contractor is now in a better position from last year and has almost completed their allowance which will dramatically reduce the impact on Year 3.

Capital Works Target - Central Heating

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 is now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected moving forward.

Priority: Living Well

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

Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children.

	<p>Priority: Skills and Learning Improve performance of cohort of learners entitled to Free School Meals (FSM) in achieving the Level 2+ Indicator (Five GCSE passes A* to C or vocational equivalent including Mathematics and English and/or Welsh 1st Language)</p> <p>The percentage of e-fsm pupils attaining L2+ indicator dropped by 2.5% and below the Wales and regional average. The gap between performance of e-FSM and n-FSM pupils has increased on this indicator by 2.8% to 33.6%. This is a key priority for improvement.</p> <p>Priority: Environment Road safety initiatives to reduce the risk of collisions of high risk groups: Newly qualified young drivers</p> <p>The yearly total of 29 shows an increase in the latter half of the year due to the actions undertaken following advice from the Young Persons Steering Group. Attendance on the Pass Plus Cymru course has been in decline in previous years, with the decline acknowledged by the Young Persons Steering Group. The group is continuing to consider alternative promotions with Flintshire to support any actions in an attempt to increase uptake.</p> <p>Priority: Modern and Efficient Council Percentage of employee turnover (excluding early retirement and voluntary redundancy)</p> <p>The turnover percentage for the Council during 2016/17 is 12.36%. This shows a decline from the comparative figures for last year (10.64%). This partially due to the inclusion of Community Playworkers and Alternative Service Models which have transferred from the Council.</p>
1.09	<p>Monitoring our Risks</p> <p>Analysis of the current strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 11 (22%) are insignificant (green) • 10 (20%) are minor (yellow) • 23 (45%) are moderate (amber) • 7 (13%) are major (red) • There are no severe (black) risks

	<p style="text-align: center;"><u>Risk Status</u></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Risk Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Insignificant</td> <td>22%</td> </tr> <tr> <td>Minor</td> <td>20%</td> </tr> <tr> <td>Moderate (Amber)</td> <td>45%</td> </tr> <tr> <td>Major (Red)</td> <td>13%</td> </tr> </tbody> </table> <p style="text-align: center;"> ■ Insignificant ■ Minor ■ Moderate (Amber) ■ Major (Red) </p>	Risk Status	Percentage	Insignificant	22%	Minor	20%	Moderate (Amber)	45%	Major (Red)	13%
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1.10	<p>Discontinued Performance Indicators and data verification.</p> <p>The performance indicators for European Social Funding of TRAC, ADTRAC, and OPUS were discontinued in April 2016 and therefore no data is available to consider. These are clearly identified in the Appendix.</p> <p>Members are to note that there is some final data verification being undertaken (by the Local Government Data Unit for example) which may mean some slight alterations between figures reported to this meeting and those contained within the statutory Annual Performance Report which is to be endorsed by the County Council and then published by the end of October.</p>										
1.11	<p>The seven major (red) risks are: -</p> <p>Priority: Housing Risk: Council funding for adaptations and home loans will not be sufficient to meet demand.</p> <p style="padding-left: 40px;">Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.</p> <p>Priority: Living Well Risk: Fragility and sustainability of the care home sector.</p> <p style="padding-left: 40px;">A five day summit with Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.</p>										

Priority: Skills and Learning

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. 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 around 450 places.

Priority: Skills and Learning

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 years capital business cases for improvement and repairs, and maintenance projects in schools will be submitted via the Council's business case process for consideration.

Priority: Poverty

Risk: Available funding for energy efficiency measures may fall short of public demand.

There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation.

Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.

Priority: Environment

Risk: Funding will not be secured for priority flood alleviation schemes.

Grant availability continued to be monitored throughout 2016-17 and a capital bid to potentially address flood risk schemes was also developed. The Mold scheme has been raised as a potential National Development Framework project which will provide greater strength when seeking

	<p>capital. A review of the permitted Mold scheme is also in progress.</p> <p>Priority: Modern and Efficient Council Risk: The scale of the financial challenge.</p> <p>The Final Local Government Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. The annual budget for 2017/18 has now been set. The risks remain high for future budget years.</p>
1.12	<p>Risk Trend</p> <p>The 51 strategic risks within the Improvement Plan have been successfully managed with the majority being assessed at year end position as remaining the same as the initial assessment 26 (51%) or having reduced 23 (45%). There are two risks which have increased from amber to red; but overall the trends show successful management of risks during the year.</p> <p>Increased Risks</p> <p>Priority: Housing Risk: Council funding for adaptations and home loans will not be sufficient to meet demand.</p> <p>Demand for DFG funding has increased as the delivery of DFGs has increased in speed. Although demand has exceeded budget provision savings in other areas of the service have offset this.</p> <p>Priority: Poverty</p> <p>Risk: Available funding for energy efficiency measures may fall short of public demand.</p> <p>There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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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 are included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09 and 1.11 above.
5.00	APPENDICES
5.01	Appendix 1: Year End Improvement Plan Progress Report.

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	Improvement Plan 2016/17: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx

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	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.

7.04

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.

8.00 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.