

CABINET

Date of Meeting	Tuesday, 21 st November 2017
Report Subject	Council Plan 2017/18 – Mid Year Monitoring
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 for the mid-year position of 2017/18.

Flintshire is a high performing Council as evidenced in previous Council (Improvement) Plan monitoring reports as well as in the Council's Annual Performance Reports. This first monitoring report for the 2017/18 Council Plan is a positive report, with 88% of activities being assessed as making good progress, and 67% likely to achieve the desired outcome. In addition, 67% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (8%).

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

RECOMMENDATIONS

1	To agree the following: <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 Council Plan • The performance against improvement plan performance indicators • The current risk levels for the risks identified in the Council Plan.
2	Cabinet Members be assured by plans and actions to manage the delivery of the 2017/18 Council Plan priority impacts.

REPORT DETAILS

1.00	COUNCIL PLAN MID YEAR MONITORING DETAILS
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 2017/23 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	Individual sub-priority reports (12 in total) 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>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>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> <ul style="list-style-type: none"> • We are making good (green) progress in 51 (88%). • We are making satisfactory (amber) progress in 7 (12%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 39 (67%). • We have a medium (amber) level of confidence in the achievement of 19 (33%).

	<ul style="list-style-type: none"> We have a low (red) level of confidence in the achievement of 0 (0%).
1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) 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 performance shows the following: -</p> <ul style="list-style-type: none"> 47 (67%) had achieved a green RAG status 18 (25%) had achieved an amber RAG status 6 (8%) had achieved a red RAG status
1.08	<p>The six performance indicators (PI) which showed a red RAG status for current performance are: -</p> <p>PI: Average number of calendar days taken to deliver a DFG</p> <p>The average number of calendar days taken to deliver a Disabled Facilities Grant (DFG) has been increased by a small number of DFGs for children completing in this quarter which have had very lengthy completion dates due to their complexity.</p> <p>PI: Percentage of child protection referrals that result in ‘no further action’</p> <p>55% of child protection referrals received by Children's First Contact currently have no action taken after screening. These referrals are now being considered for early support below the child protection threshold, through the newly implemented Early Help Hub. This should reduce the number of referrals with no action taken, and provide low level multi agency early intervention to more families who do not meet the threshold for statutory services.</p> <p>Priority: Connected Council</p> <p>PI: Percentage of community benefit clauses in new procurement contracts under £1M</p> <p>The Council's current Contract Procurement Regulations stipulates that the inclusion of Community Benefits is optional for contracts below £1m as referenced within the Welsh Procurement Policy statement. The Council has recently adopted a new Community Benefits Strategy which will require Community Benefits to be included when applicable for lower value contracts. The application of this policy will drive improvement of this measure in the future.</p> <p>Priority: Serving Council</p>

	<p>PI: Percentage of eligible employees receiving an annual appraisal</p> <p>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.</p> <p>PI: Percentage of employees completing stress related programmes</p> <p>The take-up from employees is lower than expected however, we will be working towards targeted marketing to increase participation.</p> <p>PI: The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)</p> <p>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.</p>
1.09	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> • 1 (2%) is insignificant (green) • 4 (8%) are minor (yellow) • 32 (67%) are moderate (amber) • 11 (23%) are major (red) • 0 (0%) are severe (black)
1.10	<p>The 11 major (red) risks are: -</p> <p>Priority: Supportive Council Risk: Availability of sufficient funding to resource key priorities.</p> <p>The adaptations budget is monitored monthly to ensure there is sufficient availability for funding key priorities. In addition to this a Community and Enterprise Efficiency and Resilience Statement has been prepared which sets the resilience levels for the current year in terms of service scale and quality, capability and service sustainability which includes the impact in the event of funding being withdrawn. Demand for adaptations is exceeding the capital budget available in 2017/18.</p> <p>Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.</p> <p>We are currently working together to identify early intervention tools for those tenants that fall into arrears with their rent. A model based on the Early Help</p>

Hub within Children's Services is being explored and resources committed to ensure that homelessness is prevented and rent collection is maximised.

Risk: Demand outstrips supply for residential and nursing home care bed availability.

A report has been prepared around the potential expansion of the care sector, and presented to Programme Board. Recommendations have been approved to explore further the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. A Strategic Opportunity Review has been completed, with a report being presented to Cabinet in October. A lobbying letter to Welsh Government has been drafted subject to cabinet approval, highlighting the risks and areas for concern. There are several active workstreams, including the development of resources to support the sector, such as a provider portal.

Risk: Annual allocation of Integrated Care Funding (ICF) - Short term funding may undermine medium term service delivery.

We have reached agreement in principal for ICF capital funding to be allocated for the expansion over the next 3 years (£415K per year). However, we are still awaiting confirmation that the full funding will continue. The Minister has announced a further review of ICF; this risk remains Red.

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

The Corporate Safeguarding Policy was approved by Cabinet in October 2017 and will be promoted widely to the workforce to ensure everyone understands their responsibilities. The first Corporate Safeguarding newsletter has been published, this will help raise knowledge and awareness of safeguarding.

Risk: Failure to implement safeguarding training may impact on cases not being recognised at an early stage.

Social Services Workforce Development Team are updating and reviewing the Safeguarding e-learning modules which will be re-launched to the workforce. Safeguarding will be included in induction ensuring all new employees have a basic understanding.

Priority: Learning Council

Risk: Sustainability of funding streams.

The sustainability of grant funding remains a major risk. The Council has recently received, without prior intelligence from Welsh Government (WG), notification of an 11% cut to the Education Improvement Grant, resulting in a real term 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 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 2018/19. The School Uniform Grant for year 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.

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. The required skill sets to implement effective and innovative flood risk management continue to be developed within the team.

Priority: Serving Council

Risk: The scale of the financial challenge

The Provisional settlement was received on 10th October 2017. The impact of this for Flintshire is a decrease in funding of 0.9%, equivalent to £1.073m. This reduction has increased to £1.9m due to the impact of a new responsibility for Homelessness Prevention. The Provisional Settlement is subject to a consultation period with the final settlement due December 2017. The Council's staged budget approach for 2018/19 was approved by County council In November.

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 1.09 and 1.10 above.

5.00	APPENDICES
5.01	Appendix 1: Council Plan 2017/18 – Mid-Year Progress Report

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx

7.00	GLOSSARY OF TERMS
7.01	<p>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.</p> <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>

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.