Quarter 3 Council plan 2017/18 Progress Report Serving Council

Flintshire County 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	50.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The financial forecast for 2018/19 has been updated regularly with latest intelligence pending the finalisation of the Local Government Settlement, announced in December. It is challenging to provide a meaningful Medium Term Financial Strategy for a 5 year period with such uncertainty over future national funding levels and given other variables including potential national pay awards. The concentration has been on the 2018/19 budget. Stages 1 and 2 of the three stage annual budget-setting process were completed prior to the end of December with several of the key budget efficiency proposals referred for further review by Overview and Scrutiny. Stage 3 will be concluded in February. The medium term forecast will be reviewed and updated in the first quarter of 2018/19.

Last Updated: 22-Jan-2018

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	42.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The People Strategy is progressing well. High level workforce and succession plans have been completed by all portfolios. Consideration is being given under the invest to save programme to implementing personal evaluation software or an alternative iTrent module to aid succession planning and further enhance our workforce planning capability. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the development of the following work streams are being developed; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered including the introduction of an Employee Assistance Programme (EAP) via CareFirst and the launch of the Vectis Card, a discount/benefit card.

Last Updated: 05-Feb-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects are being procured jointly across both Councils, with another 10 projects identified. Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.

Last Updated: 10-Jan-2018

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	60.00%	GREEN	AMBER

ACTION PROGRESS COMMENTS:
The implementation of the Local Supplier development best practice action plan is ongoing. Three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order to provide tendering support on individual tender projects.

Last Updated: 22-Jan-2018

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: 12-Jan-2018

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	65.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work is in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils Capital Programme. A review of previous funding allocations is in progress to ensure that these allocations are being allocated at the appropriate level capital resources permitting. Portfolio meetings have now been concluded and a capital programme for 2018/19 to 2020/21 is being developed. Current year capital programme schemes being progressed. Progress on the overall programme is reported into Cabinet at regular intervals.

Last Updated: 22-Jan-2018

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 (£)	2389250	161000	2108250	AMBER	↓	7940000	6324750	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 8 reports efficiencies of £7,940,000. This is the latest position for the year to date.

Last Updated: 04-Jan-2018

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	94	95	AMBER	↑	94	95	AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: Revenue budget monitoring at month 8 is reporting 94% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.

Last Updated: 04-Jan-2018

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	9.82	2.59	2.25	⬤⬤⬤ AMBER	⬆	6.24	6.75	⬤⬤⬤ AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter three is 2.59 days. This is an improvement when compared to the same period in 2016/17 which recorded 2.79 days lost. Improving attendance continues to be a high priority. The 2017/18 forecast figure is 8.35 days (FTE) lost. Should the forecast prove accurate, this will mean the 17/18 target of 9.00 (FTE) days lost will be achieved. This will show an improvement of 1.52 (FTE) days lost compared to 2016/17.

Last Updated: 18-Jan-2018

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	65	63.46	100	⬤⬤⬤ RED	⬇	63.46	100	⬤⬤⬤ RED

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: 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.

Last Updated: 05-Feb-2018

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	57.36	75	RED	N/A	57.36	75	AMBER

Lead Officer: Sharon Carney - Lead Business Partner
Reporting Officer: Andrew Adams - Business Information and Compliance Adviser
Aspirational Target:
Progress Comment: 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. A discussion paper on Mental Health was presented to Chief Officer Team in November 2017, actions from the discussion were to develop a Health in the Workplace Policy with supporting guides/toolkits, to make all relevant information/training and support easy to find, and to identify/train mental health champions in each Portfolio. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 22-Jan-2018

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	0.49	5.75	RED	N/A	0.49	17.25	RED

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 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.

Last Updated: 05-Feb-2018

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)	No Data	5.44	8	AMBER	N/A	5.44	8	GREEN

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: 10-Jan-2018

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	45	50	AMBER	↑	45	50	GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken

Last Updated: 12-Jan-2018

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	28	28	GREEN	↑	28	28	GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken

Last Updated: 12-Jan-2018

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	35	32	GREEN	↑	35	32	GREEN

Lead Officer: Gareth Owens - Chief Officer - Governance
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken

Last Updated: 12-Jan-2018

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	139	37.25	🟢🟤🔴 GREEN	⬆	276	111.75	🟢🟤🔴 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: There are in excess of 100 e-forms available on the Council's website. This means for many services our customers can report, request or pay for a service online. As part of the wider organisational change programme, a detailed review is on-going to ensure services are fully digitised including the introduction of a customer portal enabling customers to do more for themselves.

Last Updated: 22-Jan-2018

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	13531	7905	🟢🟤🔴 GREEN	⬆	33397	23715	🟢🟤🔴 GREEN

Lead Officer: Rebecca Jones - Customer Services Team Leader
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: There has been a steady increase in the number of people completing their transaction online. Over 13,000 customer transactions were undertaken online (website and mobile app) during quarter 3.

Last Updated: 12-Jan-2018

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 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.

Last Updated: 05-Feb-2018

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 Digital Strategy 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: 03-Jan-2018