

CABINET

Date of Meeting	Thursday, 19 th November 2019
Report Subject	Council Plan 2019/20 Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of performance at the mid-year point.

This mid-year monitoring report for the 2019/20 Council Plan shows that 88% of activities are making good progress with 90% likely to achieve their planned outcomes. 78% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 14% being assessed as major and 40% of risks decreasing in significance.

This report is an exception-based report and concentrates on under-performance.

RECOMMENDATIONS

1	<p>To note and endorse:</p> <ul style="list-style-type: none"> • The overall levels of progress and confidence in the achievement of activities within the Council Plan • The overall performance against Council Plan performance indicators • The current risk levels within the Council Plan.
2	To be assured by plans and actions to manage the delivery of the 2019/20 Council Plan.

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2019/20 MID-YEAR MONITORING REPORT
1.01	The Council Plan monitoring reports provide explanation of the progress being made toward the delivery of the priorities set out in the 2019/20 Council Plan. The narrative is supported by information on performance indicators and/or milestones. In addition, there is an assessment of the strategic risks and their control.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	<p>Monitoring Activities</p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track <p>A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against activities is:</p> <p>Progress</p> <ul style="list-style-type: none"> • We are making good (green) progress in 152 (88%). • We are making satisfactory (amber) progress in 20 (12%). <p>Outcome</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 154 (89.5%) outcomes. • We have a medium (amber) level of confidence in the achievement of 17 (10.0%) outcomes. • We have a low (red) level of confidence in the achievement of 1 (0.5%) outcomes.

1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> • 49 (78%) have achieved a green RAG status • 9 (14%) have an amber RAG status • 5 (8%) have a red RAG status
1.07	<p>The five performance indicators (PIs) which show a red RAG status for current performance against target are:</p> <p>Caring Council</p> <p>Access to sanitary products in schools (percentage) Contract in place to deliver products with PHS. Deliveries made to all secondary schools on an ongoing basis. A total of 11 secondary schools have had deliveries with Primary School deliveries to begin in the coming months. We expect to be on target at the end of the year. Primary school deliveries and reusable products are yet to be dispatched (Autumn term onwards).</p> <p>Number of individuals supported through the mentoring service that enter employment, learning or volunteering Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Q3 and Q4. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Q3. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and 3 into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.</p> <p>Number of employees supported through Project Search Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that the end of the intership, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved against a mid-year target of 12.</p> <p>Green Council</p> <p>The number of Quality Bus Partnerships along Core Network</p>

	<p>The ongoing development of the Quality Bus Partnership along the Deeside corridor is progressing with the expectation that associated parties will reach an agreement within the following quarter.</p> <p>The percentage variance between the revenue budget out-turn and the budget set</p> <p>The M5 Revenue monitoring report is reporting a projected overspend of £3m against budget.</p>
1.08	<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"> • 3 (7.1%) are insignificant (green) • 6 (14.3%) are minor (yellow) • 27 (64.3%) are moderate (amber) • 6 (14.3%) are major (red) • 0 (0%) are severe (black) <p>40% of the 42 risks have decreased in significance.</p>
1.09	<p>The six major (red) risks are: -</p> <p>Priority: Caring Council</p> <p>Demand outstrips supply for residential and nursing home care bed availability.</p> <p>The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021. We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles. One care home is currently in escalating concerns.</p> <p>Insufficient supply and escalating cost of placements for children with complex needs</p> <p>We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on 3 core work streams:</p> <ul style="list-style-type: none"> • To safely reduce the number of children who need to be looked after • To support looked after children in local high quality placements • To improve outcomes for looked after children <p>This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.</p> <p>The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.</p>

Management controls are in place to mitigate the risk, which at the present time is rising to RED.

Priority: Learning Council

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.

Priority: Green Council

Funding will not be secured for priority flood alleviation schemes

The Flood Risk Management Team continue to identify and secure funding for priority flood alleviation schemes. A service review is to be undertaken to find a more effective approach/structure that can both secure funding and resources to deliver flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act. The intended implementation of Schedule 3 of the Flood & Water Management Act has compounded the matter further by placing an additional statutory duty on the team to act as the Sustainable Drainage Approving Body (SAB) as of January 7th 2019.

Priority: Serving Council

The scale of the financial challenge

Council considered the final stage three of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21. An update to the financial forecast for 2020/21 reported to Cabinet in October 19 shows that following an increase in pressures the gap has increased to £16.2m. Strategic solutions to meet the gap include Portfolio Business and Corporate Finance efficiencies, currently anticipated to be £1.784m, Local Taxation and Income, Organisational change and National funding from Welsh Government. The Council is anticipating receipt of the Provisional Settlement from Welsh Government at the end of November which will give an initial indication of the level of funding the Council will receive from Welsh Government in 2020/21.

Fully funding demand led services and inflationary pressures

The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether

	these priorities have been funded whether in part or in full.
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT														
3.01	<p>Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.09 above.</p> <p>The mid-year summary of the risk position will be shared with the Audit committee in November.</p> <p>Overview & Scrutiny Committees are following through areas of risk concern within their forward work programmes.</p>														
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td><td rowspan="5">Throughout all of the Mid-Year Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).</td></tr> <tr> <td>Prevention</td></tr> <tr> <td>Integration</td></tr> <tr> <td>Collaboration</td></tr> <tr> <td>Involvement</td></tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td><td rowspan="7">Throughout the Mid-Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</td></tr> <tr> <td>Resilient Wales</td></tr> <tr> <td>Healthier Wales</td></tr> <tr> <td>More equal Wales</td></tr> <tr> <td>Cohesive Wales</td></tr> <tr> <td>Vibrant Wales</td></tr> <tr> <td>Globally responsible Wales</td></tr> </table> <p>Council's Well-being Objectives The Council's wellbeing objectives will be included in the Annual Report for 2019/20.</p>	Long-term	Throughout all of the Mid-Year Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the Mid-Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
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4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1: Mid-year progress report against Council Plan 2019/20.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2019/20.

7.00	CONTACT OFFICER DETAILS
7.01	Contact officer: Karen Armstrong Email: karen.armstrong@flintshire.gov.uk Telephone : 01352 702740

8.00	GLOSSARY OF TERMS																																													
8.01	<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 a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table><tr><td rowspan="4">Impact Severity</td><td>Catastrophic</td><td>Y</td><td>A</td><td>R</td><td>R</td><td>B</td><td>B</td></tr><tr><td>Critical</td><td>Y</td><td>A</td><td>A</td><td>R</td><td>R</td><td>R</td></tr><tr><td>Marginal</td><td>G</td><td>Y</td><td>A</td><td>A</td><td>A</td><td>R</td></tr><tr><td>Negligible</td><td>G</td><td>G</td><td>Y</td><td>Y</td><td>A</td><td>A</td></tr><tr><td colspan="2"></td><td>Unlikely (5%)</td><td>Very Low (15%)</td><td>Low (30%)</td><td>Significant (50%)</td><td>Very High (65%)</td><td>Extremely High (80%)</td></tr><tr><td colspan="8">Likelihood & Percentage of risk happening</td></tr></table>	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							
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8.02	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).

	<p><u>Current Risk Rating</u> – The level of the risk at this quarter.</p> <p><u>Trend Arrow</u> – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow).</p> <p><u>Risk Status</u> – 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.</p>
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