CABINET	

Date of Meeting	Tuesday, 24th September 2019
Report Subject	Year-end Council Plan Monitoring Report 2018/19
Cabinet Member	Leader of the Council and Cabinet Member for Education
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/23 was adopted by the Council in June 2018. This report presents the monitoring of progress at the end 2018/19.

This monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as having made good progress, and 89% on track to achieve the desired outcome. Performance indicators show good progress with 70% on target, 20% are being monitored and 10% off track. Risks are also being successfully managed with the majority being assessed as moderate (64%), minor (14%) or insignificant (11%).

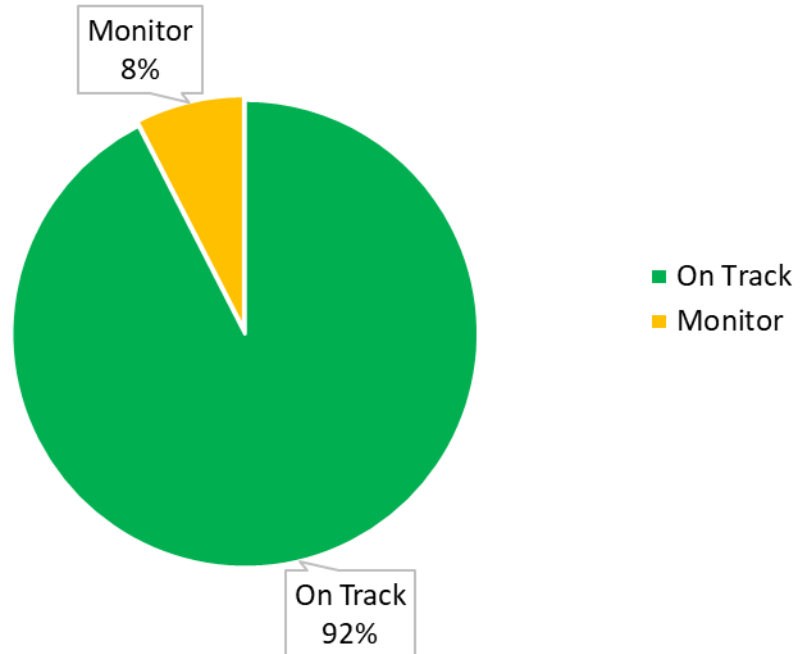| **Recommendations**	
1	Cabinet notes and endorses levels of progress, performance and risk in the Year-end Council Plan 2018/19 monitoring report.
2	Cabinet is assured by plans and actions to manage the delivery of the 2019/20 Council Plan.

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 2018/19 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 have also received 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	**Monitoring our Activities** ACTIVITIES PROGRESS 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: - • 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 ACTIVITIES OUTCOME 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: - • 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)

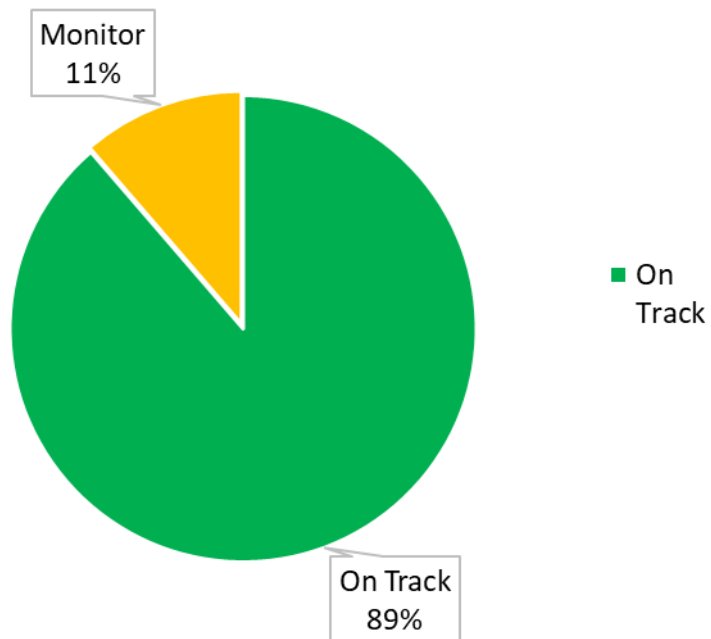|	
1.05	In summary our overall progress against the high level activities is: - ACTIVITIES PROGRESS: **Action Progress RAG Status** Monitor 8% On Track 92% ■ On Track ■ Monitor ACTIVITIES OUTCOME: **Action Outcome RAG Status** Monitor 11% On Track 89% ■ On Track No activities have been assessed as 'red' 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 the end of year target shows the following: -
1.08	The 8 performance indicators which showed a red RAG status for overall performance against target for the year are: **Priority: Supportive Council** **The numbers of additional Council homes being built through the SHARP programme** Target: 99 homes; end of year performance: 57 During 2018/19 a total of 15 council properties were completed as part of the Strategic Housing and Regeneration Programme. In the same year work commenced at sites at Llys Dewi - Penyffordd, Maes Gwern - Mold and Dobshill. Completion at these sites will provide a further 42 new council homes. There has been a delay in the start of the development at Nant y Gro, Gronant which when it commences will deliver a further 37 new council homes. This development forms part of the target of 99 for 2018/19 however it is unlikely likely to start until early in 2019/20. **Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)** Target: 247 days; end of year performance: 299.76

A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.

A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken to deliver DFGs.

In 2017/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 2018/19. This impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 2017/18 and the current year cases that have been delivered using the new framework as follows:

3 adaptations delivered in quarter 1 were 2017/18 legacy cases and averaged 393 days

4 adaptations delivered using the new framework average 230 days. This should provide an element of assurance that moving into the new financial year, once the legacy cases have been completed, performance will significantly improve.

The number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers
Target: 5 care homes; end of year performance: 0

14 Care homes have achieved Bronze standard. Following a 6 month consolidation period, all 14 homes are now working towards silver standard, and the first are expected to achieve by March 2020.

Number of people kept in hospital while waiting for social care per 1,000 population aged 75+
Target: 1.89 per thousand people; end of year performance: 2.94

Although performance has dipped this year, the rate of delays is still better than the All Wales average of 3.5. The Council and Betsi Cadwaladr University Health Board (BCUHB) continue to work together on a case by case basis to ensure prompt discharge.

Priority: Learning Council
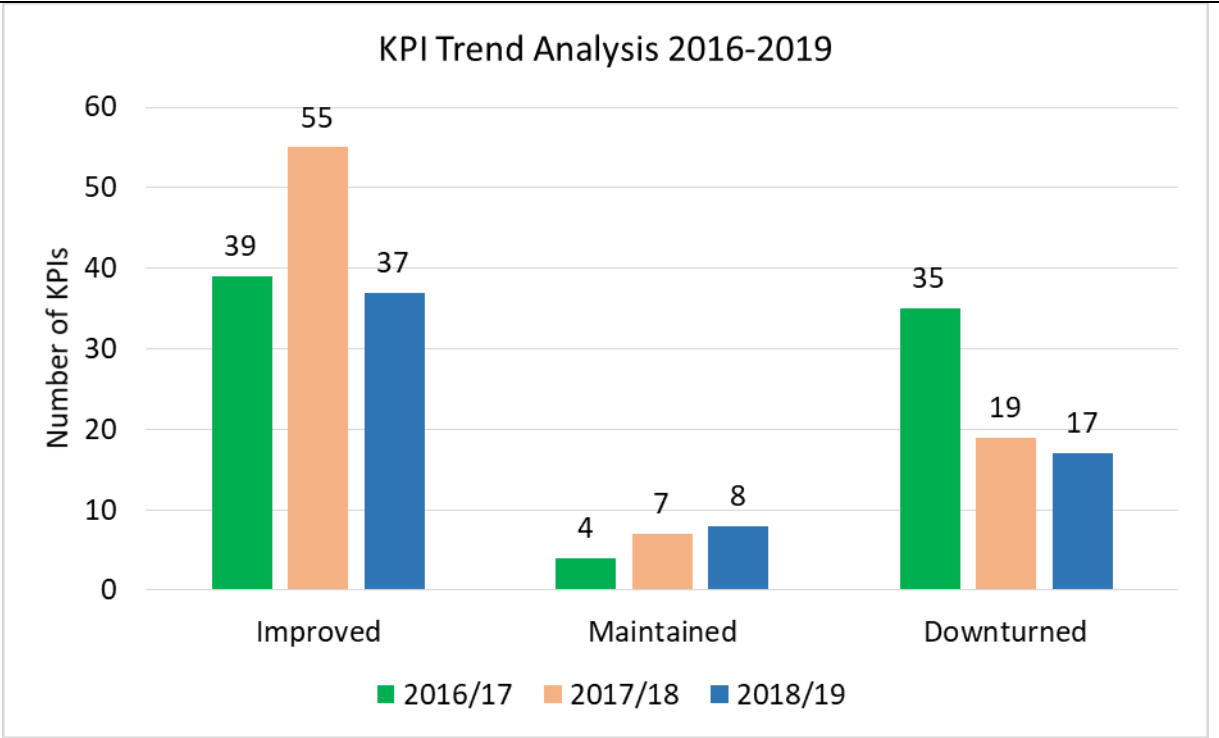
The percentage of attendance across the portfolio PRU (Pupil Referral Unit)
Target: 72%; end of year performance: 67.4%

Attendance remains a priority for the PRU with a range of interventions being offered to encourage pupil engagement. The pupils attending this specialist provision are presenting with ever increasing complex needs which affects their ability to access the provision.

	Number of new pupils engaging with the TRAC programme Target: 120 pupils; end of year performance: 102 Staffing vacancies have impacted on the ability of the TRAC team to engage with the projected numbers for 2018-19. **Priority: Serving Council** **The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence** Target: 8.5 days; end of year performance: 10.49 The FTE days lost for the Council during quarter four is 2.89 and based on the outcome in previous quarters, has resulted in an overall FTE days lost of 10.49 for 2018/19. This has resulted in a downturn in performance compared to the 2017/18 outturn of 8.89 days lost per FTE. However, it is important to note that the unexplained spike in absence is not confined to Flintshire based on the indicative figures provided by the majority of other Local Authorities in Wales. **Percentage of eligible employees receiving an annual appraisal** Target: 100%; end of year performance:74.04% The completion figure recorded in iTrent at the end of quarter four was 74%, which has seen a downturn in performance compared to the same period last year (86%). However, as reported previously, there is often a lag in managers updating iTrent after they have conducted their appraisals. On a positive note, there has been an increase in the number of managers attending appraisal training. There has been significant management action to support the organisational discipline of the completion of appraisals to a frequency and a quality which will meet our expectations and targets in 2019/20**.**
1.09	Analysis of KPI trend over the period of three years 2016-2019 shows that we have been able to maintain performance in a higher number of KPIs during 2018/19 than in previous years. We have also reduced the amount of KPIs which have downturned over the last 3 years from 35 to 13.

KPI Trend Analysis 2016-2019

1.10	All performance indicators which show a red RAG status against target will continue to be monitored in-year. Similarly those with a downward trend will be reviewed to ascertain if performance can be improved in-year.
1.11	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:

Current Risk Status

Major 11%

Insignificant 11%

Minor 14%

Moderate 64%
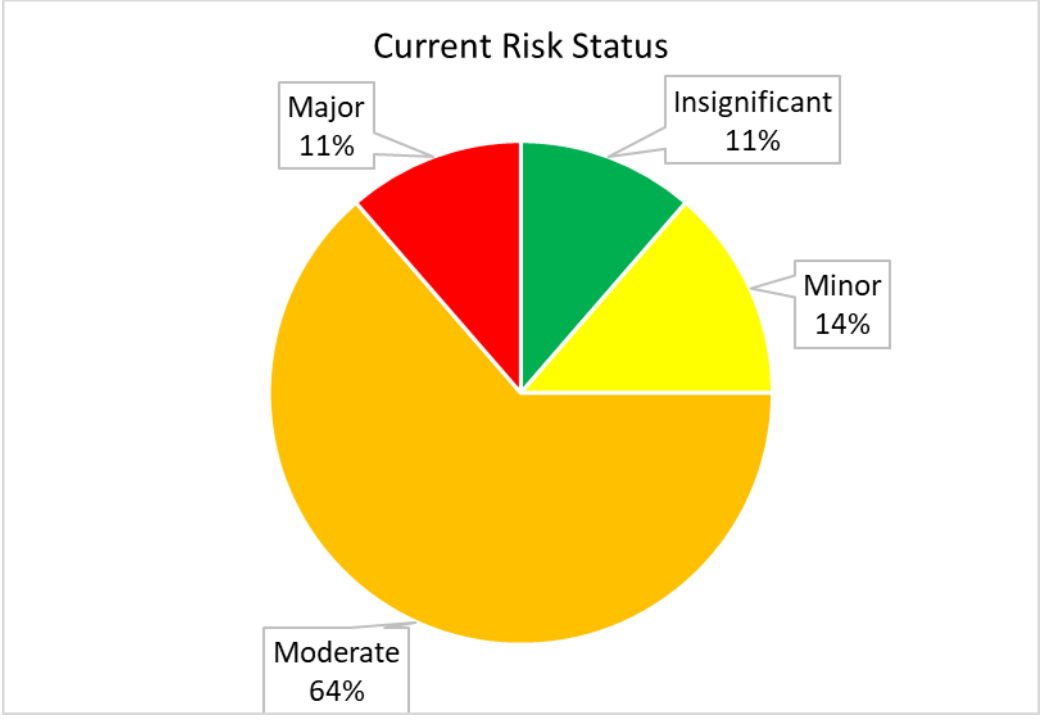
Analysis of the current direction of travel in significance of the strategic risks identified in the Council Plan is as follows:

Risk Trend

- Increased 2%
- Decreased 34%
- Maintained 64%
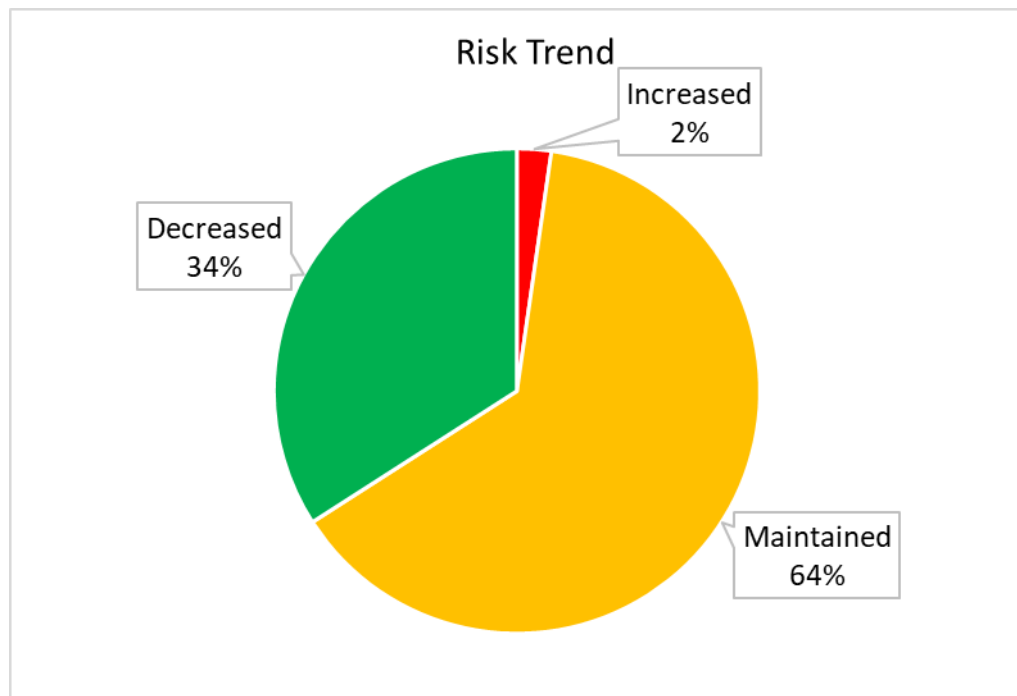
| 1.12 | The 5 major (red) risks are: -

Priority: Supportive Council
Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax
Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 will allow the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of UC full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

		Risk: Demand outstrips supply for residential and nursing home care bed availability. The expansion of Marleyfield House Care Home in Buckley to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Workstreams from the Strategic Opportunity Review are continuing and form the management controls above. **Priority: Learning Council** **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. **Priority: Green Council** **Risk: Funding will not be secured for priority flood alleviation schemes.** Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20 000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued. **Priority: Serving Council** **Risk: The scale of the financial challenge** Council considered the final stage 3 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.
1.13		One risk through the year has increased from Amber to Red: **Priority: Supportive Council**

	Risk: Demand outstrips supply for residential and nursing home care bed availability.
	Latest comments for the risk can be found above in section 1.12
1.14	All risks which show a red RAG status or have increased in significance will continue to be monitored in-year.

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:** Year-end Council Plan Monitoring Report 2018/19

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	**Council Plan 2018/19: https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/COUNCIL-PLAN-2018-23-Final-English.pdf**

7.00	GLOSSARY OF TERMS
	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.
	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.

Risk Likelihood and Impact Matrix

Impact Severity		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
	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.

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.

TRAC

TRAC 11-24 Project – Using a range of interventions, a project to support young people aged 11-24 disengaging with education and at risk of becoming not in education, employment and training.