

CABINET

Date of Meeting	Tuesday 18 th February 2020
Report Subject	Quarter 3 Council Plan 2019/20 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of the monitoring of progress for the quarter three (October – December 2019) position of 2019/20.

This second monitoring report for the 2019/20 Council Plan is a positive report, with 89% of activities being assessed as making good progress, and 89% likely to achieve the desired outcome. In addition, 81% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (71%) or minor/insignificant (18%).

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

Recommendations

1	Cabinet notes and endorses levels of progress, performance and risk levels in the quarter three Council Plan 2019/20 monitoring report.
2	Cabinet is 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 QUARTER THREE MONITORING REPORT
1.01	The Council Plan monitoring reports give an 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 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 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 140 (89%). • We are making satisfactory (amber) progress in 17 (11%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 140 (89%). • We have a medium (amber) level of confidence in the outcome achievement of 17 (11%). • No activities have a low (red) level of confidence in their outcome achievement.

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 against period target shows the following: -</p> <ul style="list-style-type: none"> • 43 (81%) had achieved a green RAG status • 6 (11%) had achieved an amber RAG status • 4 (8%) had achieved a red RAG status
1.08	<p>The four performance indicators which showed a red RAG status for current performance against target are: -</p> <p>Priority: Caring Council The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion</p> <p>11 siblings from two families had their conferences delayed to achieve quoracy with partner agencies over the Christmas and New Year period. Both family conferences were held in early January. Whilst every effort is made to convene conferences within timescales, we acknowledge that even if we achieve 100% compliance in quarter four, we will not hit the annual target of 95%, and therefore the outcome RAG has been set at Amber for this measure.</p> <p>Number of individuals supported through the mentoring service that enter employment, learning or volunteering</p> <p>Although currently below target for the nine 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 quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.</p> <p>Priority: Serving Council Percentage of permanent employees who have left within first year of employment</p> <p>Human Resources actively encourage the use of exit interviews so portfolios can monitor and understand individual's reasons for leaving. Reasons for leaving include individuals not having a clear understanding of what to expect to in their role and/or of the Council as an employer. The feedback obtained from exit interviews will assist Human Resources to review the effectiveness</p>

of the various recruitment methods used across the Council.

The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence

The full time equivalent (FTE) days lost for the Council during quarter three is 3.15. There was a significant increase in quarter three (300% increase from the previous quarter) in the number of absences due to infections; i.e norovirus. This follows a national trend as reported by Public Health England in December 2019 that surveillance showed the number of positive norovirus laboratory reports was 28% higher than the average for the last five years. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance.

1.09 **Monitoring our Risks**
 Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -

- 3 (5.8%) are insignificant (green)
- 6 (11.5%) are minor (yellow)
- 37 (71.2%) are moderate (amber)
- 6 (11.5%) are major (red)
- 0 (0%) are severe (black)

1.10 The Council Plan has a total of 52 risks which have been assessed as shown in Table 1. The initial status of risk is assessed when the risk is first identified without any mitigating controls. The current assessment shows the latest status of the risk.

Table 1: Risk movement

Net risk status	Initial Assessment	Current Assessment
Insignificant: (green)	0	3 (5.8%)
Minor: (yellow)	2 (4%)	6 (11.5%)
Moderate: (amber)	33 (63%)	37(71.2%)
Major : (red)	17 (33%)	6(11.5%)
Severe: (black)	0	0
Total	52	52

1.11 The six major (red) risks are: -

Priority: Caring Council
Insufficient supply and escalating cost of placements for children with complex needs

Meeting the needs of children with complex needs remains challenging. We have identified the services that we will develop in house, and those that we will seek to commission, to bring greater resilience, choice and enhanced market supply. A joint service model has been developed with Health for an in house assessment and support Team funded through grant allocation. The team will be fully operational by March 2020. The service will help prevent escalation on needs and reduce reliance on residential care. A North Wales

Regional Market Position Statement for Children's Services has been launched setting our commissioning needs and intentions. Flintshire delivered a workshop for all Independent Fostering Agencies and Residential care Providers on 11/11/19 to stimulate appropriate market development.

Priority: Green Council

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

Under the Land Drainage Act 1991, the Council as Lead Local Flood Authority has powers available but is not compelled to undertake flood alleviation works. Flood alleviation schemes are considered in accordance with defined national protocols (based on the Five Case Business Model Approach) in order to be included in Welsh Government's 'Pipeline Programme' which can provide Flood Defence Grant in Aid funding at 85% match funding. At present Flintshire Council have no active schemes in the national programme. Several local sites have been identified with potential for viable flood alleviation schemes. Dedicated resource isolated from delivering statutory legislative Flood Coastal Erosion Risk Management (FCERM) duties is required within the Team to develop these local flood risk sites into schemes for consideration for inclusion into Welsh Government's 'Pipeline Programme'. A Team structure review in quarter one of 2020/21 will seek opportunities to address this. Welsh Government have noted the decline in schemes and are considering implementing measures to support Local Authorities, including regional dedicated 'Project Managers' to facilitate scheme delivery on behalf of local FCERM clients.

Priority: Serving Council

Risk: The scale of the financial challenge

Council considered the updated financial position for 2020/21 on 28th January 2020 following the receipt of the Provisional Settlement from Welsh Government on 16th December. The forecast at December was a gap £15.629m which when taking into account stage 1 budget solutions left a remaining gap of £7.465m. The provisional settlement for Flintshire represents an increase of 3.7% (all Wales Average 4.3%). Once taking into account the funding of teachers pensions, teachers pay grant and Nursing care, the net amount available to contribute to the gap is £6.559m. The Council is continuing to work on further options to balance the budget whilst seeking clarification on a number of specific grants and consideration of a number of open risks and final options to recommend a final balanced budget will be considered by Cabinet and Council on 18th February 2020.

Fully funding demand led services and inflationary pressures

The provisional settlement for 2020/21 was received on 16 December 2019. The settlement represented a 3.7% increase for Flintshire. The all Wales average increase was 4.3%. The settlement represents a cash increase of £10.4m for 2020/21 however once funding for new responsibilities for teachers' pension employer contributions, and teachers pay grant no longer funded is taken into account, the net increase towards the in-year pressures is £6.559m. Though the Council welcomes the improved position this is £3.6m short to what is needed to fully fund demand and inflationary pressures. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February

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Meeting Internal Targets

The revenue financial monitoring is reported to Cabinet and to Corporate Overview and Scrutiny Committee Monthly. At the Month 6 the in-year efficiencies were reported to be 91% achievable against the target. Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the MTFS. Programme Boards receive an update on the financial position for the portfolio at each meeting. The M8 revenue monitoring report is reporting that 91% of the in-year efficiencies will be met by the end of the financial year. The MTFS continues to be updated as necessary for pressures that are unable to be mitigated.

Increasing costs of service delivery and rising demand for some services

The Council monitors the cost of service delivery through revenue monthly monitoring with service managers. The Council considered the latest position at the end of January 2020 where it gave an update on the provisional settlement and outlined the work underway to bring proposals for a balanced budget to Cabinet and Council on 18th February 2020. The final settlement is due to be received 25th February.

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

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.09, 1.10 and 1.11 above.	
	Overview & Scrutiny Committees are following through areas of risk concern within their forward work programmes.	
3.02	Ways of Working (Sustainable Development) Principles Impact	
	Long-term Prevention	Throughout all of the quarter three Monitoring Report there are demonstrable

Integration	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).
Collaboration	
Involvement	
Well-being Goals Impact	
Prosperous Wales	Throughout the quarter three 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	
Council's Well-being Objectives The Council's wellbeing objectives will be included in the Annual Report for 2019/20.	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the appropriate 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: Council Plan 2019/20 – Quarter 3 Monitoring Report

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/Full-Council-Plan-2019-23.pdf

7.00	GLOSSARY OF TERMS
	<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,</p>

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	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.