

CABINET

Date of Meeting	Tuesday, 14 th July 2020
Report Subject	End of Year Council Plan Monitoring Report for 2019/20
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

This report presents the annual out-turn of performance against the Council Plan 2019/20.

This out-turn report shows that 88% of activities within the Council Plan had made good progress at year-end (31st March), with 91% on track to achieve their desired outcome. At year-end, 78% of performance targets were on target, 14% did not meet target but ended the year within an acceptable range, and 8% were off-track. Risks were being managed effectively with the majority assessed as moderate (67%), minor (12%) or insignificant (6%). 15% of risks were rated as major.

RECOMMENDATIONS

1	Cabinet notes the levels of progress, performance and risk for the Council Plan 2019/20 at year-end.
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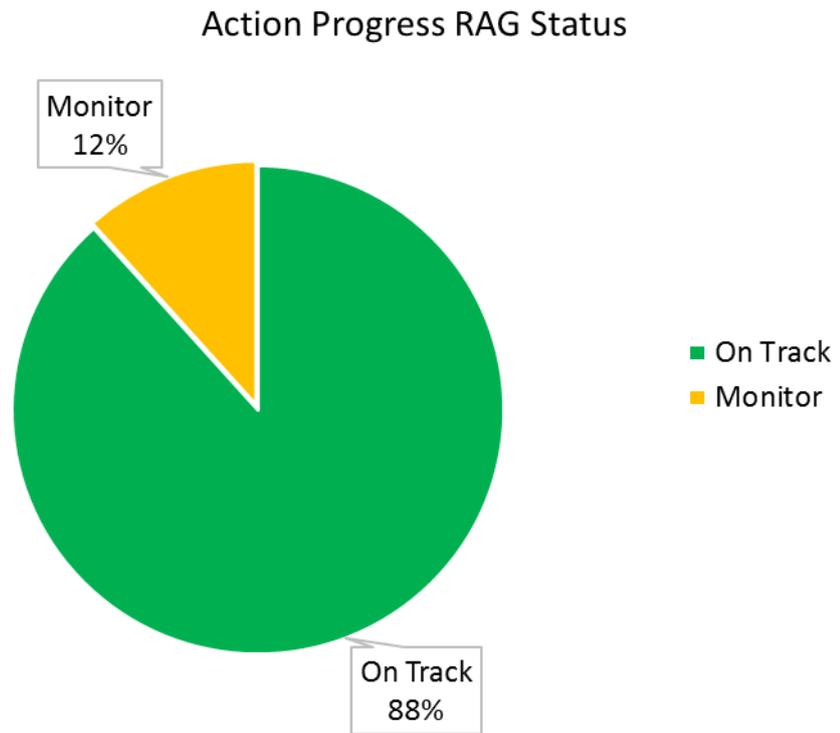
REPORT DETAILS

1.00	EXPLAINING THE END OF YEAR COUNCIL PLAN MONITORING REPORT FOR 2019/20
1.01	The Council Plan monitoring reports throughout the year give an explanation of the progress that has been made toward the delivery of the priorities set out in the 2019/20. This report provides an analysis of the end of year performance against the priorities set 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	This is an exception based report and pulls out the areas of under-performance for review.
1.03	<p>Monitoring our Activities</p> <p><u>Activities Progress</u></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><u>Activities Outcome</u></p> <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)

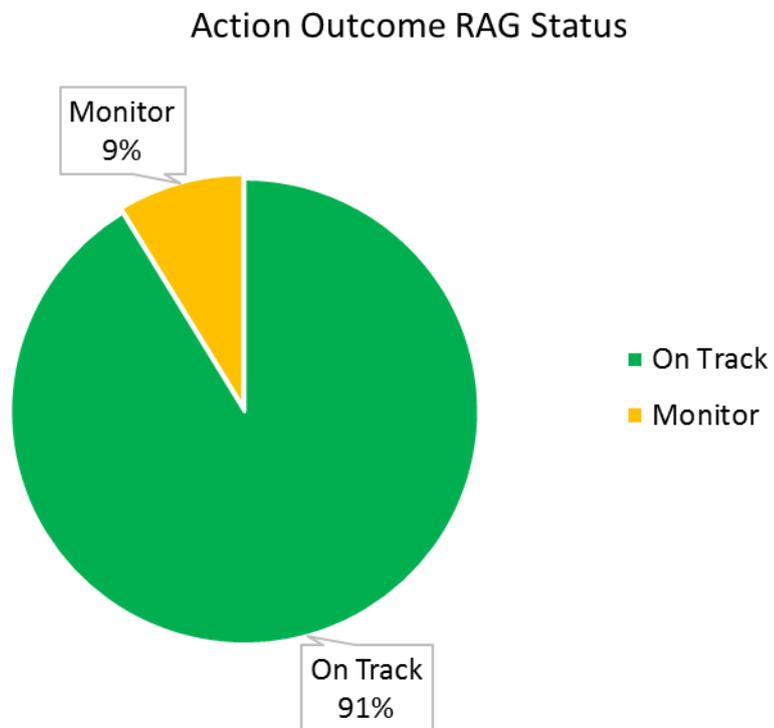
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An analysis of our progress against the high level activities for the year is as follows:

ACTIVITIES PROGRESS:



ACTIVITIES OUTCOME:



No activities have been assessed as 'red' for progress or outcome.

1.05

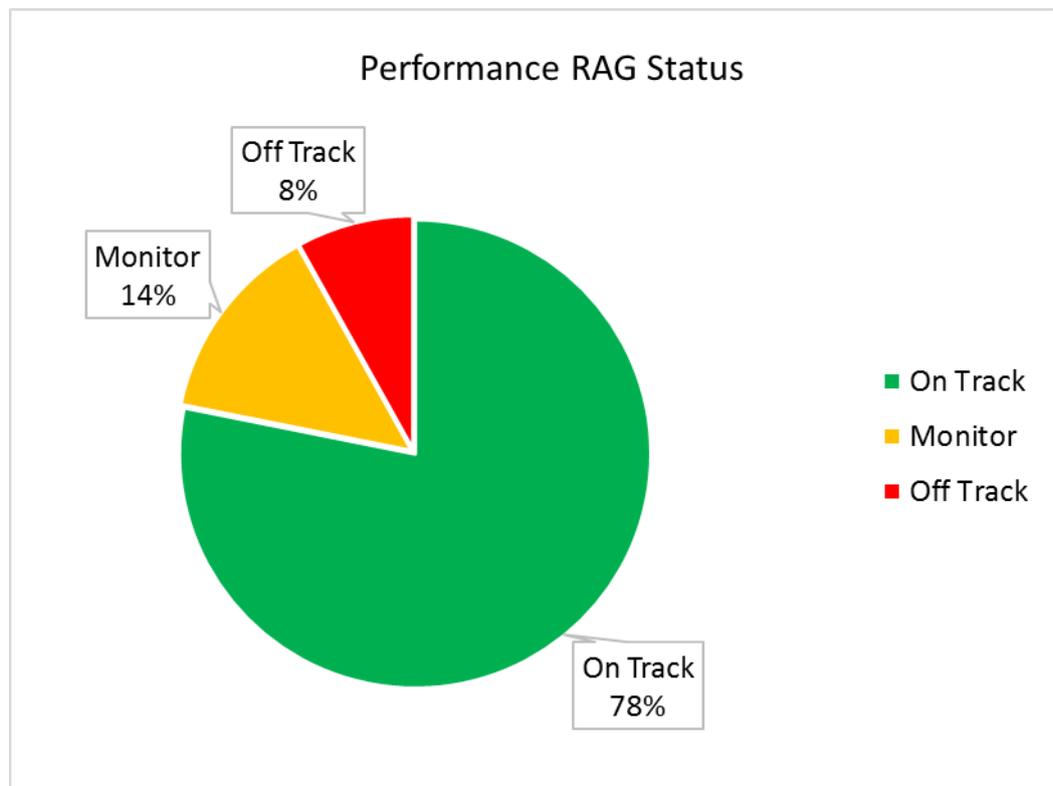
Monitoring our Performance

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.

1.06

Analysis of current levels of performance against the end of year target shows the following: -



1.07

The seven performance indicators which showed a red RAG status for overall performance against target for the year are set out below.

Priority: Supportive Council

The number of Extra Care units provided across Flintshire

Target: 239.00 units; end of year performance: 184.00

Plas Yr Ywen, Holywell was due to open in February, with apartments being allocated and residents moving in over a period of eight weeks for full operations by the end of March 2020. The opening has been delayed due to the interruption of the emergency and the care workers assigned to the facility have been deployed elsewhere. This means that we will not be able to increase the number of extra care units to the target as previously planned.

Priority: Learning Council**Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)**

Target: 9%; end of year performance: 6.17%

We have not met our target of increasing number of pupils being assessed through the medium of Welsh at foundation phase as it is a matter of parental choice to pursue Welsh medium education. However, the development of increased capacity through the capital programme for areas where there is demand e.g. Mold and Flint/Shotton should have a positive impact on the future numbers alongside other strategies to promote Welsh Medium Education. This has been identified as a risk and is being monitored regularly.

Priority: Green Council**The number of Quality Bus Partnerships along Core Network**

Target: 2; end of year performance: 0

This work has been challenging due to the innovative nature of the proposals and concerns from operators, which have taken time to deal with. There has been good engagement with the bus operators. The first agreement would have been signed early in the new financial new year. The arrangements have recently been further complicated by the on-going emergency situation, as bus operators have become more concerned about their future viability and less inclined to sign long term agreements.

Priority: Serving Council**Percentage of permanent employees who have left within first year of employment**

Target: 6%; end of year performance: 8.6%

The percentage of permanent employees who have left during the first year of employment is 8.60%. Human Resources (HR) actively encourage the use of exit interviews so we can continue to monitor and understand peoples' reasons for leaving. Social Services account for 48% of the total who left within the first year of employment, with the main reason cited as competition from other employers. The introduction of a new 'Values Based Recruitment' approach during quarter should improve recruitment and retention through placing more emphasis on appointing applicants on a values-based match not only the traditional skills-based match.

Percentage of employee turnover (excluding early retirement and voluntary redundancy)

Target: 8.00%; end of year performance: 9.94%

The turnover percentage excluding early retirement and voluntary redundancy 2019-20 is 9.94%. HR continue to actively encourage the use of exit interviews to monitor and understand individual reasons for leaving. Turnover should not be seen as a negative as it can and often does provide opportunities for the organisation. Although our aspirational target was not met, it is worth noting that the overall outturn figure is consistent with the median outturn reported by the Local Government Association. This measure is for trend analysis only and as such will not be reported as a

performance indicator for future years.

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

Target: 8 days; end of year performance: 11.05

The full time equivalent (FTE) days lost for the Council during 2019/20 is 11.05 days lost per FTE. Four portfolios exceeded the target with an out-turn between 5.11 and 7.15 days lost per FTE. There was an increase in the number of absences during quarter three due to infections and 'flu/infections' was the highest reason for absence in quarter three with a big impact on the overall outturn figure. A separate process was developed to record COVID-19 related absences although it is possible that some have been included in the overall outturn in the early stages of the emergency. The ongoing work between, Occupational Health, HR and Trade Unions is key to improving attendance management and remains a key priority of the people strategy moving forward.

% of income target achieved

Target: 75%; end of year performance: 51.14%

When setting the budget for 2019/20 it was acknowledged that the income target was particularly challenging and only 51% of income was able to be achieved compared with the increased target. Work on fees and charges is ongoing within service portfolios, including where possible moving towards the achievement of full cost recovery. The annual review of fees and charges will be considered by Cabinet in July 2020 and set further inflationary increases to be implemented from October 2020. As part of the 2020/21 budget, the income target has also been adjusted to better reflect realistic income levels.

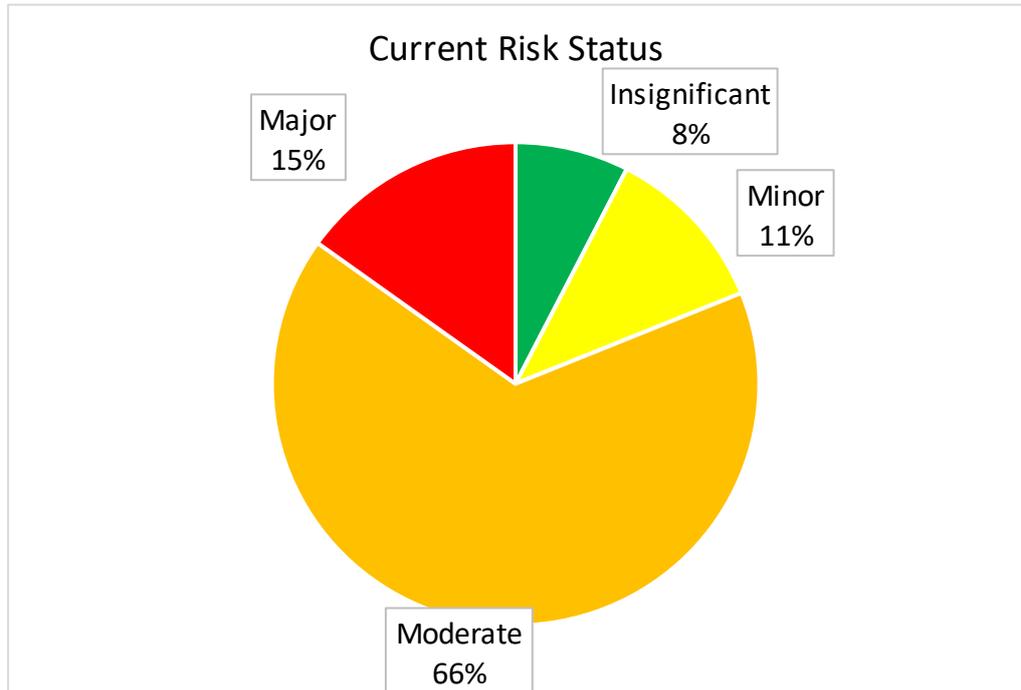
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All performance indicators which show a red RAG status against target will continue to be monitored in-year. Similarly those with a downward trend will be reviewed to ascertain if performance can be improved in-year.

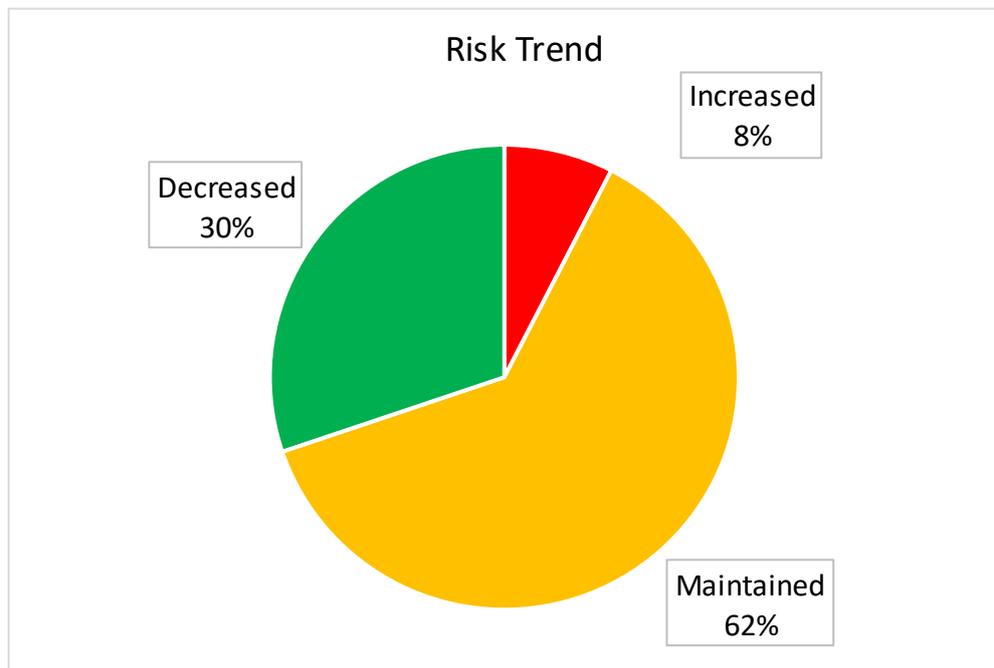
1.09

Monitoring our Risks

Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:



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



1.10

The 8 major (red) risks are: -

Priority: Supportive Council

Risk: Homelessness will remain a growing area of demand due to the current economic climate

Homelessness remains a high area of risk as a result of a number ongoing factors

but it is important to note the risk of an increase in homelessness post COVID-19 is significant. The service is at the moment receiving only approximately 50% of presentations compared to this time last year. This is mainly due to the measures put in place by the Government to protect people from homelessness during the emergency. At this time it is unclear what will happen once existing measures are withdrawn and there is a real risk of increased homelessness through a number of factors such as:

- Recommencement of possession hearings including the backlog from this period.
- Rent/Mortgage arrears accrued during this period.
- Financial hardship through loss of employment.
- Long term changes to affordability of properties due to impacts of the above.

Risk: 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 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 in November 2019 to help stimulate appropriate market development. Whilst we have put the above management controls in place, our latest assessment of the level of risk is that it remains red.

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. Recruitment into the team was planned for quarter four but has been put on hold in response to the pandemic.

Risk: Supply chain resilience of transport providers

Control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors. Due

to the current emergency situation the risks to suppliers have increased. Action has been taken by Welsh Government and local authorities to mitigate the risk by providing a financial support package to the industry. The risk will escalate in the event that financial support is withdrawn.

Priority: Serving Council

Risk: The scale of the financial challenge

The Council considered the final options for the budget on 18th February 2020 and was able to approve a legally balanced budget, although there were no indicative amounts provided for 2021/22 and beyond.

The current emergency began towards the end of the financial year and will have a significant impact on public finances including local government. Even prior to the pandemic, the medium term was forecast to be challenging with an initial high level forecast for 2021/22 of a gap of £10m. This is currently being reviewed following a Medium Term Financial Strategy (MTFS) workshop held in early March 2020 and an update on the future outlook is due to be reported to Members prior to the Summer recess.

Risk: Fully funding demand led services and inflationary pressures

The Council successfully 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 Council will continue to press for fully funded demand led services and inflationary pressures as it progresses and updates its Medium Term Financial Strategy.

Risk: Meeting Internal Targets

Recurring shortfalls in income and expenditure that cannot be mitigated are included as pressures in the Medium Term Financial Strategy (MTFS).

Programme Boards receive an update on the financial position for the portfolio at each meeting.

The Month11 revenue monitoring report confirms that 91% of the in-year efficiencies will be met by the end of the financial year. The 2020/21 budget included some pressures for efficiencies that were unable to be mitigated and the MTFS continues to be updated as part of the ongoing review.

Risk: 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 and reports to Cabinet.

The Council approved a balanced budget at its meeting on 18 February 2020 for 2020/21 and this will be monitored on a monthly basis through reporting to Cabinet. Any issues relating to service delivery and rising demand are considered as part of the ongoing work on the Councils Medium Term Financial Strategy.

1.11 Four risks through the year have increased from Amber to Red:

Priority: Supportive Council

Risk: Homelessness will remain a growing area of demand due to the current economic climate

Risk: Insufficient supply and escalating cost of placements for children with complex needs

	<p>Priority: Green Council Risk: Supply chain resilience of transport providers</p> <p>Priority: Serving Council Risk: Meeting Internal Targets</p> <p>Latest commentary on these risks can be found above in section 1.12</p>
1.12	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: End of Year Council Plan Monitoring Report 2019/20

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2019/20: https://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/Full-Council-Plan-2019-23.pdf

7.00	CONTACT OFFICER DETAILS
7.01	Jay Davies, Strategic Performance Advisor, Corporate Services jay.davies@flintshire.gov.uk ;

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.

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.