**COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE**

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| **Date of Meeting** | Wednesday, 18th September 2019 |
| **Report Subject** | Year-end Council Plan 2018/19 Monitoring Report |
| **Cabinet Member** | Cabinet Member for Housing; <br><br> Cabinet Member for Economic Development; and <br><br> Cabinet Member for Corporate Management and Assets |
| **Report Author** | Chief Officer (Housing and Assets); and <br><br> Chief Officer (Planning, Environment and Economy) |
| **Type of Report** | Operational |

**EXECUTIVE SUMMARY**

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of the monitoring of progress for the Year-end position of 2018/19 for the Council Plan priorities 'Supportive Council' and 'Ambitious Council' relevant to the Community & Enterprise Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Council's Annual Performance Reports.

| RECOMMENDATIONS | |
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| 1 | That the Committee consider the Year-end Council Plan 2018/19 Monitoring Report to monitor under performance and request further information as appropriate. |

## REPORT DETAILS

| 1.00 | **EXPLAINING THE COUNCIL PLAN 2018/19 MONITORING REPORT** |
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| 1.01 | The Council Plan monitoring reports give an explanation of the progress being 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 | This is an exception based report and detail therefore focuses on the areas of under-performance. |
| 1.03 | **Monitoring our Activities**<br>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: -<br>• RED: Limited Progress – delay in scheduled activity; not on track<br>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track<br>• GREEN: Good Progress – activities completed on schedule, on track<br><br>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: -<br>• RED: Low – lower level of confidence in the achievement of the outcome(s)<br>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)<br>• GREEN: High – full confidence in the achievement of the outcome(s) |
| 1.04 | **Monitoring our Performance**<br>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -<br>• RED equates to a position of under-performance against target.<br>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.<br>• GREEN equates to a position of positive performance against target. |
| 1.05 | The performance indicators (PI) which show a red RAG status for current performance against target, relevant to the Community & Enterprise Overview & Scrutiny Committee are: -<br><br>**Priority: Supportive Council**<br>**The numbers of additional Council homes being built through the SHARP programme**<br>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, Holywell, Maes Gwern - Mold and Dobshill. Completion at these sites will provide a further 42 new council |

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| | 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 18/19 however it is unlikely to start until early in 2019/20.<br><br>**Average number of calendar days taken to deliver a DFG**<br>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.<br><br>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.<br><br>In 17/18 DFG work had to be suspended due to budgetary constraints and as a result outstanding works have been completed within 18/19.  This has impacted on the overall performance for the service. DFG performance can be explained by splitting those older cases from 17/18 and the current year cases that have been delivered using the new framework as follows:-<br><br>3 adaptations delivered this quarter were 17/18 legacy cases and average 393 days<br>4 adaptations delivered using the new framework average 230 days.<br><br>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. |
| 1.06 | The major (red) risk identified for the Community & Enterprise Overview & Scrutiny Committee is: -<br><br>**Priority: Supportive Council**<br>**Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.**<br>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.<br><br>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 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.<br><br>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 significantly 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 all Welsh Councils.

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

| 3.00 | CONSULTATIONS REQUIRED / CARRIED OUT |
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| 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 and 2. Summary information for the risks assessed as major (red) is covered in paragraphs 1.05 and 1.06 above. |

| 5.00 | APPENDICES |
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| 5.01 | Appendix 1 – Council Plan 2018/19 – Year-end Progress Report – Supportive Council. |
| 5.02 | Appendix 2 – Council Plan 2018/19 – Year-end Progress Report – Ambitious Council |

| 6.00 | LIST OF ACCESSIBLE BACKGROUND DOCUMENTS |
|------|------------------------------------------|
| 6.01 | **Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx**<br><br>**Contact Officer:** Ceri Shotton<br>**Telephone:** 01352 702305<br>**E-mail:** ceri.shotton@flintshire.gov.uk |

| 7.00 | **GLOSSARY OF TERMS** |
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| 7.01 | **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. |
| 7.02 | **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. |
| 7.03 | **Risk Likelihood and Impact Matrix**<br><br>

**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 |
| | | | | 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. |
| 7.04 | **CAMMS – An explanation of the report headings** |
| | **Actions**<br>Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.<br>Lead Officer – The person responsible for updating the data on the action.<br>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.<br>Start date – When the action started (usually the start of the financial year).<br>End date – When the action is expected to be completed.<br>% 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.<br>Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).<br>Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.<br><br>**Measures (Key Performance Indicators - KPIs)**<br>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.