CABINET

Date of Meeting	Tuesday, 18th December 2018
Report Subject	Council Plan 2018/19 Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
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 performance at the mid-year point.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports and the recent Annual Performance Report. This mid year monitoring report for the 2018/19 Council Plan shows that 88% of activities are making good progress with 81% likely to achieve their planned outcomes. 79% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 18% being assessed as major.

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

The report also updates on the requests made at a previous meeting for an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

Recommendations	
1.	To note and endorse: • 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 2018/19 Council Plan.
3.	To receive a further report in January with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports provide 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 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	**Monitoring Activities** 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: • 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 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: • 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	In summary our overall progress against activities is: **Progress** • We are making good (green) progress in 46 (88%). • We are making satisfactory (amber) progress in 6 (12%). **Outcome** • We have a high (green) level of confidence in the achievement of 42 (81%) outcomes. • We have a medium (amber) level of confidence in the achievement of 10 (19%) outcomes. • There are no low (red) levels of confidence.
1.05	**Monitoring our Performance** Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as: • 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	Analysis of current levels of performance against target shows the following: • 44 (78.6%) have achieved a green RAG status • 6 (10.7%) have an amber RAG status • 6 (10.7%) have a red RAG status
1.07	The six performance indicators (PIs) which show a red RAG status for current performance against target are: **Supportive Council** **Number of days to process change of circumstances for housing benefit** The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed. **The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council**

	Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available. **Percentage of looked after children with a timely health assessment** Significant improvement has been made in the last 6 months; the looked after nurse regularly attends team meetings and manages the assessment appointments. BCUHB have increased the availability of appointments per month to 6 slots and have recruited 2 trainee doctors to assist with Health assessments from October 2018. **Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework** The number of employees who have completed the e-learning module (including face to face sessions) is 1020 (17.4%). Approximately 350 colleagues from Streetscene will receive face to face training over November/December. Despite the increase in the percentage of employees completing the training it is difficult to reach the employees with limited access to a computer. In these instances face to face training is available or via workshops run at Northop College where computers are available for employees to use. **Green Council** **Percentage of environmentally efficient operational vehicles to Euro 6 standard** Work continues with our fleet provider to meet our 90% target of environmentally efficient vehicles. Vehicles are replaced in line with the Demand Planning process as outlined in the Fleet Contract, which is currently at 79%. The replacement programme increases the number of newer and more energy efficient vehicles in the fleet, and decreases the total number of operated fleet vehicles. **Serving Council** **Reducing the value of aged debt (debt over 60 days)** At the start of 2018/19 aged debts in excess of 60 days was £2.61m and by the end of Q2, this had reduced to £2.54m, a reduction of £70k or 2.63% in percentage terms. However this has not met the ambitious target of reducing the debt by 3.5%.
1.08	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: - • 3 (7%) are insignificant (green) • 4 (9%) are minor (yellow) • 29 (66%) are moderate (amber) • 8 (18%) are major (red) • 0 (0%) are severe (black)

1.09	The 8 major (red) risks are: -
	
	Priority: Supportive Council
	Debt levels will rise if tenants are unable to afford to pay their rent or council tax.
	A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears.
	The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated.
	There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant).
	
	Demand outstrips supply for residential and nursing home care bed availability.
	The expansion of Marleyfield to support the medium term development of the nursing sector continues. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by Welsh Government. The Cabinet Secretary for Economy and Transport visited the Authority in September and was supportive of the microcare initiative being introduced as a result of the Strategic Opportunity Review. The care@flintshire portal has been populated with useful information to support providers.
	
	Priority: Learning Council
	Sustainability of funding streams
	The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:
	  - A lack of clarity about the funding of the Teachers' Pay Award for both 2018-19 and 2019-20 remains. Welsh Government had assumed that councils had accounted for a 1% contribution towards the pay award. Flintshire's original budget position was that it could not meet that contribution and that it should be funded by UK Government. The provisional budget settlement identified an amount of £8.7m across Wales and the First Minister recently announced an additional £7.5m to support the implementation of the pay award in 2018-19. At this stage the distribution method for allocating this funding is unknown but potentially schools could be fully funded from September 2018 to March 2019.
	  - The funding announcements for 2019/20 allows the Council to budget for the previously advised minimum position of a 1% contribution, with schools needing to meet the remainder. There is also no firm confirmation of funding for a 7% increase to employer pension contributions.
	  - The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.

- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.
- There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Numbers of school places not matching the changing demographics
Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

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.

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.

Adverse weather conditions on the highway network
The risk trend has increased due to the severity of the 2017/18 winter, with road conditions throughout the County detrimentally affected by road surface defects and potholes. Additional funds, resources and contractors were deployed across the county over summer in efforts to repair the network as defects were identified. This also included the priority resurfacing and patching capital schemes, which commenced in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime which removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network.
However, these efforts to mitigate the risk may not be sufficient to stem the decline in the network. This is backed up by scanner data results which show

a worsening condition.

Priority: Serving Council
The scale of the financial challenge
The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remains. The final settlement is due to be received on 19th December and the Council has an active campaign for additional funding to be made available from Welsh Government to help alleviate the need for a significant council tax rise. The final stage 3 balancing budget options will be considered by Cabinet and Council in January/February.

1.10	The two requests for a financial / business alignment cycle, and compilation of all local performance indicators for monitoring are under review and will be reported at a later meeting.

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 respective 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 monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.09 above.

5.00	**APPENDICES**
5.01	Appendix 1: Mid year progress report against Council Plan 2018/19

6.00	**List of Accessible Background Documents and Contact Officer**
6.01	Council Plan 2018/19 Karen Armstrong, karen.armstrong@flintshire.gov.uk 01352 702740

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 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.

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					

7.02	**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).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – 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).

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.