

## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 14 <sup>th</sup> June 2018
<b>Report Subject</b>	Year-end Council Plan Monitoring Report 2017/18
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance; and Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive; and Chief Officer (Governance)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the monitoring of progress at the end of 2017/18 relevant to the Corporate Resources Overview & Scrutiny Committee.

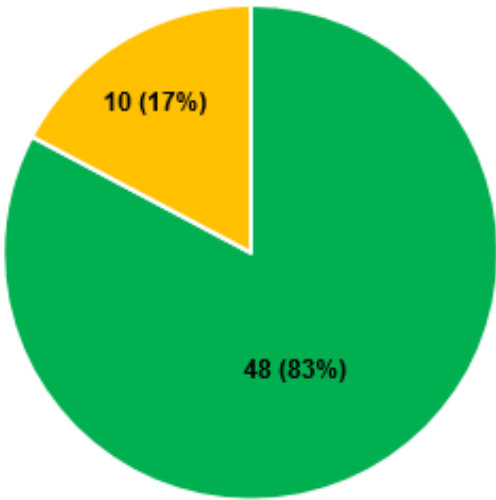
Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 83% of activities being assessed as having made good progress, and 74% having achieved the desired outcome. Performance indicators show good progress with 56% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (63%), minor (8%) or insignificant (6%).

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

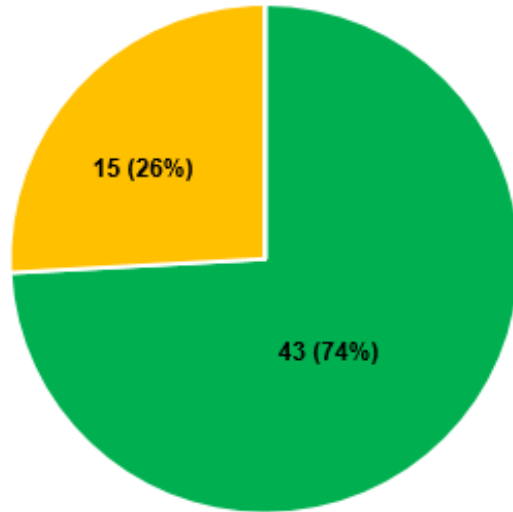
### RECOMMENDATIONS

1	That the Committee note and support the overall positive performance.
2	That the areas of corporate and service under-performance against the Council Plan and the performance measures set for 2017 be noted.
2	That the Committee await the action plan to be published by Cabinet to address any areas of under-performance where they have a RAG status as Red or Amber, with a downturn performance trend.

## REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2017/18 MONITORING REPORT									
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 2017/18 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	<p><b>Monitoring our Activities</b></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"><li>• RED: Limited Progress – delay in scheduled activity; not on track</li><li>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track</li><li>• GREEN: Good Progress – activities completed on schedule, on track</li></ul> <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"><li>• RED: Low – lower level of confidence in the achievement of the outcome(s)</li><li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li><li>• GREEN: High – full confidence in the achievement of the outcome(s)</li></ul>									
1.04	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS:</p>  <table border="1"><caption>ACTIVITIES PROGRESS</caption><thead><tr><th>Category</th><th>Count</th><th>Percentage</th></tr></thead><tbody><tr><td>Green</td><td>48</td><td>83%</td></tr><tr><td>Yellow</td><td>10</td><td>17%</td></tr></tbody></table>	Category	Count	Percentage	Green	48	83%	Yellow	10	17%
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ACTIVITIES OUTCOME:



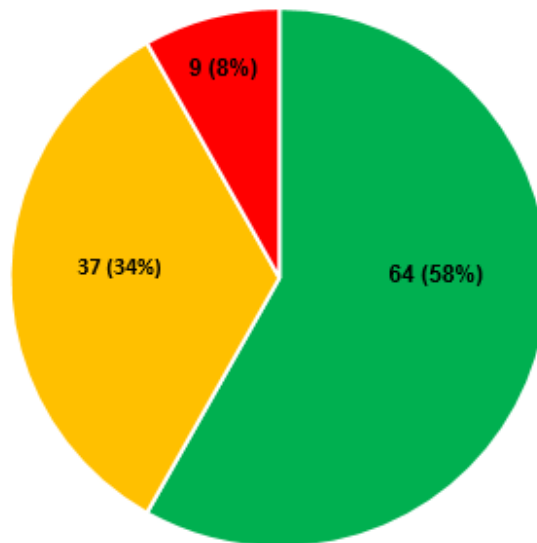
No activities are currently assessed as 'red' for progress or outcome.

1.05 **Monitoring our Performance**

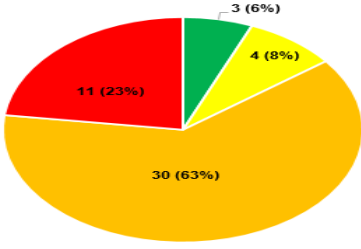
Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -

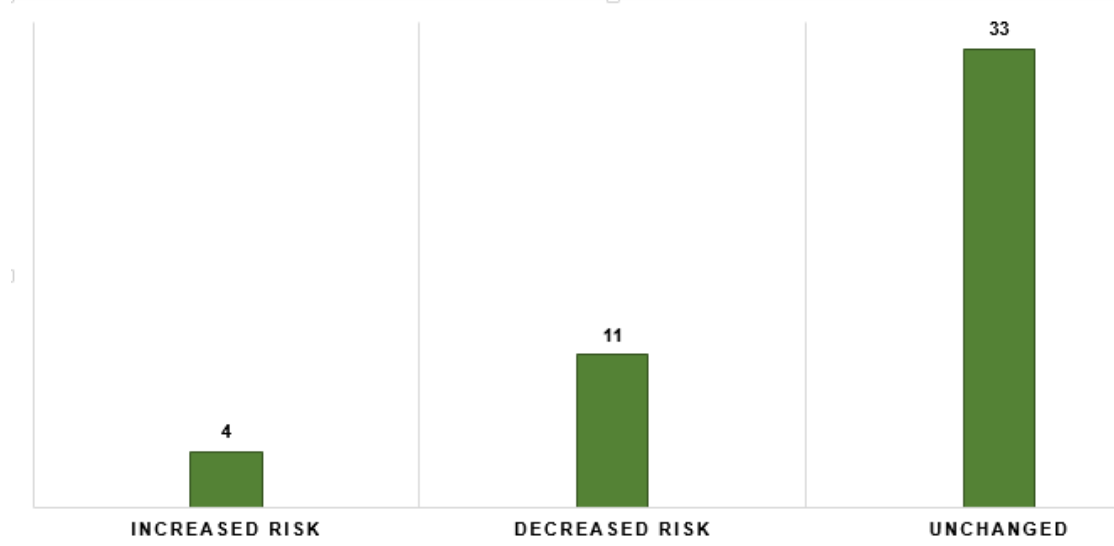
- RED equates to a position of under-performance against target.
- AMBER equates to a mid-position where improvement may have been made but performance has missed the target.
- GREEN equates to a position of positive performance against target.

1.06 Analysis of current levels of performance against period target shows the following: -



The above figures are correct with the 4 KPIs for which no data is available removed from the calculation

1.07	<p>The performance indicators (PI) which showed a red RAG status for current performance against target, relevant to the Corporate Resources Overview &amp; Scrutiny Committee are: -</p> <p><b>Priority: Serving Council</b></p> <p><b>Percentage of Managers completing stress related programmes</b></p> <p>The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.</p> <p><b>Percentage of employees completing stress related programmes</b></p> <p>The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.</p> <p><b>The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)</b></p> <p>A total of £4.8m of annual spend was procured through various framework agreements that were put in place by the National Procurement Service (NPS). The use of the NPS arrangements has resulted in £114,000 of total efficiency savings. The amount of take up of framework agreements is much lower than anticipated due to the fact that the various framework agreements awarded are not deemed to provide value for money, and the use of some of these framework agreements would be detrimental to local supply chains. As a result of local and regional procurement exercises, being undertaken local suppliers have an opportunity to compete for Council contracts and are deemed more competitive. As a result Welsh Government has recently commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model.</p>																		
1.08	<p>An Action Plan will be produced for each performance indicator which shows a red RAG status for overall performance against target for the year. This will look in more detail at what steps can be taken to mitigate future underperformance and whether the indicator should be carried over to the 2018/19 Council Plan. This Action Plan will go to Cabinet in June 2018.</p>																		
1.09	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows:</p> <div style="text-align: center;">  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Risk Level</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Insignificant</td> <td>3</td> <td>6%</td> </tr> <tr> <td>Minor</td> <td>4</td> <td>8%</td> </tr> <tr> <td>Moderate</td> <td>30</td> <td>63%</td> </tr> <tr> <td>Major</td> <td>11</td> <td>23%</td> </tr> <tr> <td>Severe</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> </div> <p>Key:</p> <p> <span style="display: inline-block; width: 15px; height: 15px; background-color: #008000; border: 1px solid black; margin-right: 5px;"></span> Insignificant     <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffff00; border: 1px solid black; margin-left: 20px; margin-right: 5px;"></span> Minor     <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffcc00; border: 1px solid black; margin-left: 20px; margin-right: 5px;"></span> Moderate     <span style="display: inline-block; width: 15px; height: 15px; background-color: #ff0000; border: 1px solid black; margin-left: 20px; margin-right: 5px;"></span> Major     <span style="display: inline-block; width: 15px; height: 15px; background-color: #000000; border: 1px solid black; margin-left: 20px;"></span> Severe   </p>	Risk Level	Count	Percentage	Insignificant	3	6%	Minor	4	8%	Moderate	30	63%	Major	11	23%	Severe	0	0%
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	<p>Analysis of the current direction of travel for the strategic risks identified in the Council Plan is as follows:</p>  <table border="1" data-bbox="288 197 1407 741"> <thead> <tr> <th>Risk Status</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>INCREASED RISK</td> <td>4</td> </tr> <tr> <td>DECREASED RISK</td> <td>11</td> </tr> <tr> <td>UNCHANGED</td> <td>33</td> </tr> </tbody> </table>	Risk Status	Count	INCREASED RISK	4	DECREASED RISK	11	UNCHANGED	33
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1.10	<p>The major (red) risk identified for the Corporate Resources Overview &amp; Scrutiny Committee is: -</p> <p><b>Priority: Serving Council</b>  <b>Risk: The scale of the financial challenge</b></p> <p>The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 was considered by Cabinet in April 2018.</p>								
1.11	<p>An Action Plan will be produced for each risk which shows a red RAG status. This will look in more detail at what steps can be taken to mitigate the risk and whether the risk should be carried over to the 2018/19 Council Plan. This Action Plan will go to Cabinet in June 2018.</p>								

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications for this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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) are covered in paragraph 1.07 and 1.10 above.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Year-end Council Plan Monitoring Report 2017/18.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Council Plan 2017/18:</b> <a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a></p> <p><b>Contact Officer:</b> Robert Robins  <b>Telephone:</b> 01352 702320  <b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>																																													
7.01	<b>Council Plan:</b> 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	<b>Risks:</b> 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	<p><b>Risk Likelihood and Impact Matrix</b></p> <table border="1"> <tr> <td rowspan="4"><b>Impact Severity</b></td> <td><b>Catastrophic</b></td> <td><b>Y</b></td> <td><b>A</b></td> <td><b>R</b></td> <td><b>R</b></td> <td><b>B</b></td> <td><b>B</b></td> </tr> <tr> <td><b>Critical</b></td> <td><b>Y</b></td> <td><b>A</b></td> <td><b>A</b></td> <td><b>R</b></td> <td><b>R</b></td> <td><b>R</b></td> </tr> <tr> <td><b>Marginal</b></td> <td><b>G</b></td> <td><b>Y</b></td> <td><b>A</b></td> <td><b>A</b></td> <td><b>A</b></td> <td><b>R</b></td> </tr> <tr> <td><b>Negligible</b></td> <td><b>G</b></td> <td><b>G</b></td> <td><b>Y</b></td> <td><b>Y</b></td> <td><b>A</b></td> <td><b>A</b></td> </tr> <tr> <td></td> <td></td> <td><b>Unlikely (5%)</b></td> <td><b>Very Low (15%)</b></td> <td><b>Low (30%)</b></td> <td><b>Significant (50%)</b></td> <td><b>Very High (65%)</b></td> <td><b>Extremely High (80%)</b></td> </tr> <tr> <td></td> <td></td> <td colspan="6"><b>Likelihood &amp; Percentage of risk happening</b></td> </tr> </table>	<b>Impact Severity</b>	<b>Catastrophic</b>	<b>Y</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>B</b>	<b>B</b>	<b>Critical</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>Marginal</b>	<b>G</b>	<b>Y</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>R</b>	<b>Negligible</b>	<b>G</b>	<b>G</b>	<b>Y</b>	<b>Y</b>	<b>A</b>	<b>A</b>			<b>Unlikely (5%)</b>	<b>Very Low (15%)</b>	<b>Low (30%)</b>	<b>Significant (50%)</b>	<b>Very High (65%)</b>	<b>Extremely High (80%)</b>			<b>Likelihood &amp; Percentage of risk happening</b>					
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	<p>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.</p>
7.04	<p><b>CAMMS – An explanation of the report headings</b></p>
	<p><b>Actions</b></p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – 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.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - 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.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p><b>Measures (Key Performance Indicators - KPIs)</b></p> <p><u>Pre. Year Period Actual</u> – 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’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – 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.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• Similarly an ‘upward arrow’ always indicates improved performance.</li> </ul> <p><u>YTD Actual</u> – The data for the year so far including previous quarters.</p> <p><u>YTD Target</u> – The target for the year so far including the targets of previous quarters.</p> <p><u>Outcome RAG</u> – 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).</p> <p><b>Risks</b></p> <p><u>Risk Title</u> – Gives a description of the risk.</p>

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.