

APPENDIX 3

Priority: Modern and Efficient Council
Sub-Priority: Matching Resources to Priorities
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14: -

1. Agreement of the Council Priorities for this Council

Progress Comment	Progress RAG	A	Outcome RAG	G
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The review of the 2012-13 priorities and their re-adoption as part of the Council's 2013-14 Improvement Plan was a major organisational task. The new Improvement Plan, to be adopted at the earliest possible point in the new Council year would set direction for achievement and performance, assist the organisation to streamline its performance management arrangements, better align resources to priority activity, and fulfil the Council's statutory duty to produce an Improvement Plan in the public domain under the Local Government Measure.

The production of the Plan was a major developmental exercise for the organisation. The Plan with the Improvement Priorities was adopted by both Cabinet and full Council in June 2013. An evaluative assessment of its impact will be based on (1) achievement against the priorities (2) the extent to which the Improvement Priorities guide the allocation of resources in the second revision of the Medium Term Financial Plan and the coming annual budgets and (3) the effectiveness of the streamlining of the Council's performance reporting and management arrangements. Both the Progress and Risk RAGs are Amber due to the developmental nature of the new reporting and management arrangements.

The new style Improvement Plan has been assessed by the Wales Audit Office as meeting our statutory obligations with some observations for improvement in process and format.

Achievement will be measured through:

- Agreement of the 2014/15 Council Improvement Priorities

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)

Agreement of the 2014/15 Council Improvement Priorities as part of a new style and more impacting Improvement Plan – April/May 2014

2. Agreement of the capital and revenue resources to deliver our priorities for this Council

Progress Status	Progress RAG	A	Outcome RAG	G
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Resources to Fund Priorities - Resources are in place within the 2013/14 budget to deliver the 2013/14 Improvement priorities. Some of these resources are met from within the base budget but there was specific and positive investment in the 2013/14 budget as detailed in the budget report on 1st March 2013. Over the five year life of the Council, the full set of priorities will adapt and the annual set of priorities selected for special attention will change according to need and circumstances. The financial impacts of additional investment in specific new priorities from 2014/15 will be included in future revisions to the Medium Term Financial Plan (MTFP) as policy decisions are taken. The red performance RAG status reflects that resources for priorities for future are not yet agreed. Consideration of resources will be as part of the Medium Term Financial Plan 2014/15 to 2018/19, the next update of which will be reported in October 2013 with further updates following through up to the 2014/15 budget setting in February 2014.

The risk RAG status currently shows as green RAG status at present as plans are on track. However the target risk RAG status is shown as amber as the risk can never be fully mitigated. Achievement is reliant on the level of funding received from WG which supports 80% of Council spending and which is under significant pressure from the national funding position

Creative Funding Models - Opportunities for creative models to fund or partially fund priorities are being developed through exploration of new service models, partnership working and potential financing models as efficiency options are developed alongside options to close the budget gap over the MTFP period. The next revision of the MTFP will be to Cabinet in October, followed by Scrutiny consideration. Initial research on capital financing opportunities has been completed and will inform the Assets and Capital Programme Review. The amber progress RAG status reflects that the work has begun but is still in progress and being developed.

Fees and Charges - The work to implement a Corporate Fees and Charges Policy will commence in Q3. Alongside this, the approach for the 2014/15 budget is to raise the level of total income from fees and charges higher than an inflationary increase. The quantum for this will be included in the October revision to the MTFP. The red performance and risk RAG status reflects 1) that the work on the policy has not yet begun and is scheduled for Q3, 2) agreement of the policy not yet secured and 3) decisions will need to be taken which may introduce or increase some charges significantly and which are likely to be subject to challenge and debate.

The green target RAG for risk is because achievement of this is within the Council's control.

Achievement will be measured through:

- Resources being available to fund each priority in setting budgets
- Agreement of creative models to fund or part fund our priorities
- Agreement of a business approach to fees and charges

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance)

As part of the MTFP find new ways of funding: -

- Revenue priorities – from February 2014
- Capital Priorities – from February 2014

Implement a Corporate Fees & Charges Policy – From April 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Resources in place to fund 2013/14 priorities	Head of Finance	N/A	100%	100%	N/A Annual	G	G
Resources in place to fund future year priorities	Head of Finance	N/A	N/A	100%	N/A Annual	R	G

Risk to be managed – Securing Council agreement to the priorities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	1. Adoption of improved performance management and performance arrangements for the setting, review and performance management of the Council's Improvement Priorities.	M	M	A	Effective management of the new performance system introduced from September 2013	Chief Executive		L	L	G

Risk to be managed – Ensuring sufficient capital & revenue resources to meet ambition of our priorities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities 	Head Finance		M	M	A

Risk to be managed – Funding the delivery of our priorities if the national financial position worsens

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities 	Head of Finance		M	M	A

Risk to be managed – Gaining political agreement to a business approach for fees and charges which may have public opposition

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Discussion planned to commence through the next revision of the MTFP in October 	H	H	R	<ul style="list-style-type: none"> Develop Corporate Fees and Charges Policy Cabinet and Scrutiny Consideration Fees and Charges increases in targeted areas as part of the 2014/15 budget. 	Head of Finance		L	L	G