

**APPENDIX 3**

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

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

**1. Agreement of the Council Priorities for this Council**

<b>Progress Comment</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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**What we did in 2013/14 –**  
The council has set a new style improvement plan for 2013-14 which has proved to be an effective tool for setting, monitoring and achieving outcome based corporate priorities. The plan is under review for republication for 2014-15.

**What went well –**

- The introduction of a new style Improvement Plan for 2013/14, which received positive comments from Wales Audit Office regarding its clearer focus on the in-year priorities as part of a wider 5 year plan and its layout which would better enable public engagement with the priorities more effectively.

**What did not go so well –**

- Wales Audit Office also made reference to the Plan’s lack of clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. For 2014/15 Plan will include information on the consultation undertaken.
- Reference was also made to the Plan not including information about current performance or to any targets for the year-end in relation to how it would evidence achievement. This was provided in October 2013. For 2014/15 such information will be provided with the Plan.

**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	A
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### What we did in 2013/14 –

**Resources to Fund Priorities** - Resources were put in place within the 2013/14 budget to deliver the 2013/14 Improvement priorities. Some of these resources were met from within the base budget and 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 are included in the 2014/15 budget and, for future years, will be reflected in future revisions to the Medium Term Financial Plan (MTFP) as policy decisions are taken.

During 2013/14, Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15. The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned. Finance officers engaged fully with Directors and Heads of Service to support them in identifying efficiencies to meet the budget gap and provide resources to invest in priorities.

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 Welsh Government which supports 80% of Council spending and which is under significant pressure from the national funding position. However, the risk RAG status currently shows as green as plans for 2013/14 and 2014/15 are on track.

**Creative Funding Models** – Initial research was carried out on opportunities for creative models to fund or partially fund priorities through exploration of new service models, partnership working and potential financing models as efficiency options in considering the 2014/15 budget. During 2014, the Council plans to review and consult on a number of service models and their future shape from 2015/16. This will encompass the next stage of the work on creative funding models.

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 commenced in Quarter 3 for adoption in Spring / Summer 2014. The red performance and risk RAG status reflects 1) agreement of the policy is not yet secured and 2) 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.

**What went well –**

- The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned.
- Resources put in place to fund the priorities for 2014/15.
- Initial research undertaken which identified opportunities for creative models to fund or partially fund priorities in the future.

**What did not go so well –**

- Identifying creative funding models has been, and continues to be, challenging. Although work continues to be undertaken to compare funding streams against other Local Authorities.
- Initial work has begun to taking a business approach to fees and charges; however the speed in progressing this forward has not been as quick as initially hoped due to the time taken collating the data from across the Authority.

**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 – during 2014.
- Capital Priorities – during 2014.
- Implement a Corporate Fees & Charges Policy during 2014.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Resources in place to fund 2013/14 priorities.	Head of Finance	N/A	100%	100%	100%	G	N/A
Resources in place to fund future year priorities.	Head of Finance	N/A	N/A	100%	100% for 2014/15	A	N/A

**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	Adoption of improved performance management and performance arrangements for the setting, review and performance management of the Council's Improvement Priorities.	M	M	A	Continue to monitor the effectiveness of the new performance system introduced from September 2013 and amend where necessary to further develop/enhance.	Chief Executive	↔	L	L	G

**Risk to be managed** – Ensuring that sufficient capital & revenue resources are available to meet the 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"> <li>Resources for 2013/14 and 2014/15 priorities included within the budgets for those years</li> <li>Monitoring of budget to ensure resources remain sufficient to deliver</li> </ul>	L	L	G	<ul style="list-style-type: none"> <li>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.</li> <li>Maximise resources available through creative models.</li> <li>Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities.</li> </ul>	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"> <li>Resources for 2013/14 and 2014/15 priorities included within the budgets for those years</li> <li>Monitoring of budget to ensure resources remain sufficient to deliver</li> </ul>	L	L	G	<ul style="list-style-type: none"> <li>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.</li> <li>Maximise resources available through creative models.</li> <li>Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities.</li> </ul>	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	Planned for Spring / Summer 2014	H	H	R	<ul style="list-style-type: none"> <li>Develop Corporate Fees and Charges Policy.</li> <li>Cabinet and Scrutiny Consideration.</li> <li>Fees and Charges increases in targeted areas as part of the 2015/16 budget.</li> </ul>	Head of Finance	↔	M	M	A