

## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 16 <sup>th</sup> November, 2017
<b>Report Subject</b>	Council Plan 2017/18 - Mid year monitoring
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive 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 mid-year monitoring of progress for the Council Plan priority 'Supportive Council' and 'Serving Council' relevant to the Corporate Resources Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council (Improvement) Plan monitoring reports as well as in the Council's Annual Performance Reports. This first monitoring report for the 2017/18 Council Plan is a positive report, with 88% of activities being assessed as making good progress, and 67% likely to achieve the desired outcome. In addition, 65% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (8%).

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

### **Recommendations**

1	That the Committee consider the Council Plan 2017/18 mid year monitoring report, highlight and monitor poor performance and feedback details of any challenge to Cabinet.
---	---

## REPORT DETAILS

1.00	<b>EXPLAINING THE COUNCIL PLAN 2017/23 MONITORING REPORT</b>
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 2017/23 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><b>ACTIVITIES PROGRESS</b></p> <ul style="list-style-type: none"> <li>• We are making good (green) progress in 51 (88%).</li> <li>• We are making satisfactory (amber) progress in 7 (12%).</li> </ul> <p><b>ACTIVITIES OUTCOME</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the achievement of 39 (67%).</li> <li>• We have a medium (amber) level of confidence in the achievement of 19 (33%).</li> <li>• We have a low (red) level of confidence in the achievement of 0 (0%).</li> </ul>
1.05	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p>

	<ul style="list-style-type: none"> <li>• RED equates to a position of under-performance against target.</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance shows the following: -</p> <ul style="list-style-type: none"> <li>• 46 (65%) had achieved a green RAG status</li> <li>• 18 (25%) had achieved an amber RAG status</li> <li>• 7 (10%) had achieved a red RAG status</li> </ul>
1.07	<p>The performance indicator (PI) which showed a red RAG status for current performance relevant to the Corporate Resources Overview &amp; Scrutiny Committee is: -</p> <p><b>Priority: Serving Council</b>  <b>PI: Percentage of eligible employees receiving an annual appraisal</b></p> <p>The annual target for completion of appraisals is 100% of eligible employees. The provisional figure at the end of September 2017 was 72% however, the recorded completion rate on iTrent is provisional, and an annual report for Cabinet and CROSC is being prepared which will provide an update. Appraisals are scheduled to take place over the next few months and those recently completed will be reported later in the year.</p> <p><b>PI: Percentage of employees completing stress related programmes</b></p> <p>The take-up from employees is lower than expected however, we will be working towards targeted marketing to increase participation.</p> <p><b>PI: The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)</b></p> <p>Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to</p>
1.08	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -</p> <ul style="list-style-type: none"> <li>• 1 (2%) is insignificant (green)</li> <li>• 4 (8%) are minor (yellow)</li> <li>• 32 (67%) are moderate (amber)</li> <li>• 11 (23%) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul>

1.09	<p>The major (red) risks identified for the Corporate Resources Overview &amp; Scrutiny Committee are: -</p> <p><b>Priority: Supporting Council</b>  <b>Risk: Knowledge and awareness of safeguarding not sufficiently developed in all portfolios.</b></p> <p>The Corporate Safeguarding Policy was approved by Cabinet in October 2017 and will be promoted widely to the workforce to ensure everyone understands their responsibilities. The first Corporate Safeguarding newsletter has been published, this will help raise knowledge and awareness of safeguarding.</p> <p><b>Priority: Serving Council</b>  <b>Risk: The scale of the financial challenge</b></p> <p>The Provisional settlement was received on 10th October 2017. The impact of this for Flintshire is a decrease in funding of 0.9%. This is subject to a consultation period with the final settlement due December 2017.</p>
1.10	<p>Areas within the 'Supportive Council' priority, not relevant to the Corporate Resources Overview &amp; Scrutiny Committee, have been removed and will be reported to the relevant Overview &amp; Scrutiny Committees.</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) is covered in paragraphs 1.07 and 1.09 above.

<b>5.00</b>	<b>APPENDICES</b>
5.02	Appendix 1 – Council Plan 2017/18 Mid-Year Progress Report – Serving Council.
5.02	Appendix 2 - Council Plan 2017/18 Mid-Year Progress Report – Supportive Council.

<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="5" style="text-align: center;"><b>Likelihood &amp; Percentage of risk happening</b></td> <td></td> </tr> </table> <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>	<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>					
<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>																																												