

## ORGANISATIONAL CHANGE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday, 18 <sup>th</sup> March 2019
<b>Report Subject</b>	Quarter 3 Council Plan 2018/19 Monitoring Report
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets; and Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Housing and Assets); and  Chief Officer (Social Services)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of the monitoring of progress for the Quarter 3 (October – December 2018) position of 2018/19 for the Council Plan priority ‘Connected Council’ relevant to the Organisational Change Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Council’s Annual Performance Reports. This second monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as making good progress, and 85% likely to achieve the desired outcome. In addition, 67% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (61%) or minor/insignificant (22%).

### RECOMMENDATIONS

1	That the Committee consider the Quarter 3 Council Plan 2018/19 Monitoring Report to monitor under performance and request further information as appropriate.
---	---

## REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2018/19 MONITORING REPORT
1.01	<p>The Council Plan monitoring reports give an 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 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.</p>
1.02	<p>This is an exception based report and detail therefore focuses on the areas of under-performance.</p>
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 48 (92%).</li> <li>• We are making satisfactory (amber) progress in 4 (8%).</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 outcome achievement of 44 (85%).</li> <li>• We have a medium (amber) level of confidence in the outcome achievement of 8 (15%).</li> <li>• No activities have a low (red) level of confidence in their outcome achievement.</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</li> </ul>

	<p>but performance has missed the target.</p> <ul style="list-style-type: none"> <li>• GREEN equates to a position of positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance against period target shows the following:-</p> <ul style="list-style-type: none"> <li>• 29 (67%) had achieved a green RAG status</li> <li>• 12 (28%) had achieved an amber RAG status</li> <li>• 2 (5%) had achieved a red RAG status</li> </ul>
1.07	<p>There are no performance indicators (PI) showing a red RAG status for current performance against target, relevant to the Organisational Change Overview &amp; Scrutiny Committee.</p>
1.08	<p><b>Monitoring our Risks</b>  Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> <li>• 5 (11%) are insignificant (green)</li> <li>• 5 (11%) are minor (yellow)</li> <li>• 27 (61%) are moderate (amber)</li> <li>• 7 (16%) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul> <p>Note that due to rounding issues the above does not add up to 100%. A number of decimal points would be required to show this.</p>
1.09	<p>There are no major (red) risks identified for the Organisational Change Overview &amp; Scrutiny Committee.</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.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Council Plan 2018/19 – Quarter 3 Monitoring Report – Connected 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> Ceri Shotton  <b>Telephone:</b> 01352 702305  <b>E-mail:</b> <a href="mailto:ceri.shotton@flintshire.gov.uk">ceri.shotton@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> <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>																																												

7.04

## **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 (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.