

# Scrutiny Report



## Performance Scrutiny Committee - Place and Corporate

### Part 1

Date: 19 November 2018

### Subject Service Plan Mid-Year Reviews

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The following people have been invited to attend for this item:

Service Area	Cabinet Member Lead	Head of Service Lead	Page Numbers
Law and Regulation (Place)	<b>Councillor Ray Truman</b> Cabinet Member for Licensing and Regulation	<b>Gareth Price</b> Head of Law and Regulation <b>Bev Owen</b> Strategic Director - Place	Pages: <b>17 to 34</b>
Finance (Corporate)	-	<b>Meirion Rushworth</b> Head of Finance	Pages: <b>35 to 50</b>
People & Business Change (Corporate)	<b>Councillor David Mayer</b> Cabinet Member for Community and Resources	<b>Rhys Cornwall</b> Head of People and Business Change	Pages: <b>51 to 64</b>

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

1.1 The Committee is asked to consider and evaluate the following Service Plan Mid-Year Reviews which include: Executive Summary; Analysis of Performance; Performance Measures, and; Finance, and are attached as:

- **Appendix 1** - Law and Regulation;
- **Appendix 2** - Finance;
- **Appendix 3** - People and Business Change.

1.2 Provide comments upon the performance to the Cabinet.

## 2 Context

### Background

2.1 Each Service Area has set a Service Plan for 2018-22 including:

- Service Plan Objectives;
- Planned Actions for each Objective for this year and subsequent years for the life of the plan.
- Performance Indicators; which include National and Locally set performance measures.
- Resources and Risk

2.2 The Service plans were approved by the relevant Cabinet Member, following the usual Member consultation process. This report presents Members with the Mid-Year Reviews for each Service Plan and Appendices for:

- Law and Regulation (**Appendix 1**);
- Finance (**Appendix 2**)
- People and Business Change (**Appendix 3**)

## 3 Information Submitted to the Committee

3.1 The following Service Plan Mid-Year Reviews including: Executive Summary; Analysis of Performance, Performance Measures, and Finance, are attached as:

- **Appendix 1** - Law and Regulation;
- **Appendix 2** - Finance;
- **Appendix 3** - People and Business Change.

The updates are structured into the following sections:

<b>Executive Summary</b>	The Executive Summary of the Cabinet Member / Head of Service is provided as an Overview at the beginning of each Service Area's Mid-Year Review and includes a graph summarising the progress against actions and a Budget Forecast Position.
<b>Analysis of Performance</b>	The Analysis of Performance includes each Service Plan's Objectives, the Corporate Plan Objective they support and an update upon the actions planned for each for 2018-19. Performance of the Actions is ranked using the following: <ul style="list-style-type: none"><li>• Green - Complete</li><li>• Blue - In Progress</li><li>• Grey - To be commenced</li></ul>
<b>Performance Measures</b>	The National Measures are set by the Welsh Government and used to compare and benchmark performance with other Local Authorities in Wales. Some of the measures are reported monthly, quarterly or half yearly, while some are annual measures reported at the end of the year. This report is for Performance at the Mid-Year point, up to the end of September 2018. Performance of the Measures is ranked using the following: <ul style="list-style-type: none"><li>• Green - On target</li><li>• Amber - Short of Target (15% Tolerance)</li><li>• Red - Off Target (Over 15% Tolerance)</li></ul>

<b>Finance and Resource Analysis</b>	Financial Analysis is provided at the Mid-Year point (end of Quarter 2), for each Service Area and includes: the Overall Net Position; a graph forecasting the Delivery of the Medium Term Revenue Plan Savings for 2018-19, and; a Summary Revenue Budget Position, together with Employee / Human Resource Analysis.
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## 4. Suggested Areas of Focus

### Role of the Committee

#### The role of the Committee in considering the report is to:

Assess and make comment on:

- Analyse the Service Plan Mid-Year Reviews and Evaluate how well Service Areas performed in the first half of the 2018-19 financial year against the objectives, actions and performance measures in their service plans;
  - Are the targets sufficiently challenging and balanced between being realistic and robust?
  - Is any underperformance being addressed and associated risks being mitigated;
  - What is being done to improve performance for the second half of the 2018-19 financial year?
  - Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
  - Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends within this financial year?
  - Has the Service Area met or is on target to meet the delivery of its MTRP savings for 2018-19? If not, what actions are planned to deliver this within this financial year?
- In drawing its conclusions, the Committee should assess:
    - What was the overall conclusion on the information contained within the reports?
    - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance of the Service Area at the Mid-Year point?
    - Does any area require a more in-depth review by the Committee?
    - Does the Committee wish to make any Comments / Recommendations to the Cabinet?

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- 5.1 The Service Plan Mid-Year Reviews directly link with: the Council's Well-being Objectives agreed by Cabinet in March 2017 which aim to maximise the Council's contribution to the Well-being Goals for Wales; the 2017-22 Corporate Plan Objectives, and; the 2018-22 Service Plan Objectives, Actions and Performance Measures. The Service Plan Objectives link to the Authority's Corporate Plan Objectives and Well-being Objectives below:

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 6 Well-being of Future Generation (Wales) Act

The Committees consideration of the service plans and the performance of the service areas should consider how services are maximising their contribution to the five ways of working:

5 Ways of Working	Types of Questions to consider:
<p><b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>Are there any long term trends that will impact your service area?</p> <p>How will the needs of your service users potentially change in the future?</p>
<p><b>Prevention</b> Prevent problems occurring or getting worse.</p>	<p>What issues are facing your service users at the moment?</p> <p>How are you addressing these issues to prevent a future problem?</p>
<p><b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>Are there any other organisations providing similar / complementary services?</p> <p>How does the Council's performance within this service area impact upon the services of other public bodies and their objectives?</p>
<p><b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>Who have you been working with to deliver these services?</p> <p>How are you co-working with other sectors?</p> <p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p>
<p><b>Involvement</b> The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How have you sought the views of those who are impacted by your service area?</p> <p>How have you taken into account the diverse communities in your decision making?</p>

## 7 Background Papers

[The Essentials - Well-being of Future Generation Act \(Wales\) Corporate Plan 2017-22](#)

Law and Regulation Service Plan 2018-22

Finance Service Plan 2018-22

People & Business Change Service Plan 2018-22

Report Completed: 7 November 2018