

# **Report to Overview and Scrutiny Committee**

**Date of meeting: 6 June 2017**



**Portfolio:** Leader (Councillor C. Whitbread)

**Subject:** Corporate Plan Key Objectives 2016/17 – Outturn (Quarter 4) performance

**Responsible Officer:** M Chwiedz (01992 562076)

**Democratic Services Officer:** A. Hendry (01992 564246)

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## **Recommendations/Decisions Required:**

**That the Committee reviews the end of year position in relation to the achievement of the Council's key objectives for 2016/17.**

## **Executive Summary:**

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the four-year period from 2015/16 to 2019/20, with strategic themes reflecting those of the Community Strategy for the district. Updates to the Corporate Plan are published annually, to reflect the key objectives for each year of the plan period and progress against the achievement of objectives for previous years.

The annual identification of key objectives provides an opportunity for the Council to focus attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered during the year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes.

A range of key objectives for 2016/17 was adopted by the Cabinet in February 2016. Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

## **Reasons for Proposed Decision:**

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents year-end progress against the key objectives for 2016/17.

## **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives and to consider corrective action where necessary, could have negative implications for the Council's reputation and judgements made about its progress, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

## Report:

1. The Corporate Plan for 2015/16 to 2019/20 translates the vision for the district set out by the Community Strategy, into the Council's strategic direction, priorities and the most important outcomes that it wants to achieve. The Corporate Plan helps to prioritise resources to provide quality services and value for money.
2. The key objectives adopted for each year of the Corporate Plan represent the Council's high-level initiatives and over-arching goals for the year. The objectives are not intended to reflect everything that the Council does, but instead focus on national priorities set by the Government and local challenges arising from the social, economic and environmental context of the district.
3. The key objectives for 2016/17 were adopted by the Cabinet at its meeting in February 2016. The achievement of the objectives is supported by a range of individual deliverables and actions, with target dates spread throughout the year (and beyond in some instances). Some of the deliverables can only be achieved incrementally or are dependent upon the completion of other actions, and are intended to be fluid to reflect changes in priorities and other influencing factors.
4. Progress against the key objectives was an area of focus in former corporate inspection processes, in order to assess the Council's success in improving the services that it delivers, and to identify and reflect plans to secure improvement. Whilst such external assessment processes have generally ceased, it remains important to review progress against the key objectives, and to take appropriate corrective action where necessary in areas of slippage or under-performance. Progress towards the achievement of individual deliverables and actions is therefore reviewed on a quarterly basis, in order to ensure the timely identification and implementation of appropriate corrective action.
5. A schedule detailing outturn progress against the forty-nine (49) individual actions of the 2016/17 Key Action Plan, is attached as Appendix A to this report. In reporting progress, the following 'status' indicators have been applied to the individual actions as appropriate for year-end position

**Achieved (Green)** - specific deliverables or actions were completed or achieved in accordance with in-year targets;

**Under Control (Amber)** – expected to achieve target in the next 6 months; or

**Behind Schedule (Red)** - specific deliverables or actions were not completed or achieved in accordance with in-year targets.

6. At the end of the year:
  - (a) 33 (68%) of the individual deliverables or actions supporting the key objectives had been achieved;
  - (b) 9 (18%) of the deliverables are expected to achieve target in the next 6 months.
  - (c) 7 (14%) of the deliverables or actions were not completed by year-end albeit significant progress has been made. Details of the progress made are set out in the comments against the individual deliverables or actions in the attached schedule.
7. The Overview and Scrutiny Committee is requested to review year-end progress against the key objectives for 2016/17. This report will also be considered by the Cabinet at its meeting on 15 June 2017.

**Resource Implications:**

Resource requirements for actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

**Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

**Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

**Consultation Undertaken:**

Progress against actions to achieve specific key objectives for 2016/17 as set out in this report, has been submitted by each responsible service director/chief officer direct to the 'Ten' performance management system. Current progress in respect of each of the key objectives for 2016/17 has been reviewed by Management Board (17 May 2017) and will be reviewed by the Cabinet (15 June 2017).

**Background Papers:**

Year end progress submissions for the key objectives for 2016/17 and relevant supporting documentation is held by responsible service directors/chief officers.

**Impact Assessments:*****Risk Management***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.

***Equality:***

There are no equality issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2016/17 will have been identified by the responsible service director/chief officer.