

## **Report to Resources Select Committee**



**SCRUTINY**



### **Date of meeting: Example**

**Subject: Corporate Plan 2018-2023 –  
Performance Report**

**Officer contact for further information:** David Bailey, Head of Transformation

**Committee Secretary:** Adrian Hendry, Senior Democratic Services Officer

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### **Recommendations/Decisions Required:**

- (1) That the Committee reviews performance in relation to the Corporate Plan 2018-2023 benefits and performance indicator set within its area of responsibility;
- (2) That the Committee identifies any benefits, performance indicators, actions or projects, which require in-depth scrutiny or further report on performance.

### **Executive Summary:**

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the Corporate is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Management Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles to drive improvement in performance and ensure corrective action is taken where necessary.

### **Reasons for Proposed Decision:**

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

### **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

**Report:**

**Background and context from the Corporate Plan 2018-2023**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level and provides a set of corporate priorities, describing how the organisation will deliver positive change.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.

5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.

6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

**Benefits Realisation**

7. All benefits from individual corporate objectives, connect back to four key benefits, which are:

- B1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

8. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

9. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation

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delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

### How to Read the Performance Report

10. Working from the left hand side of the benefits maps (see example), the first column contains the Annual Specification – formally the Key Action Plan – as a set of objectives covering both Businesses As Usual (BAU) and business transformation.

The business transformation elements were previously covered by exception in the Transformation Programme Highlight Report.

These reports describe the progress made in delivering services (BAU) and improving services (business transformation).





11. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit – formally known as Key Performance Indicators or KPIs. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

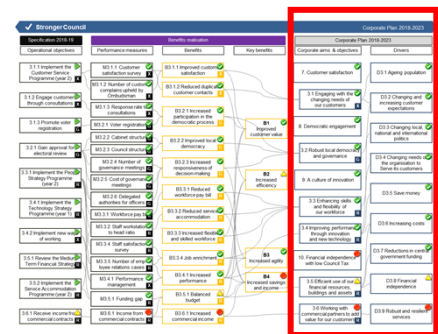
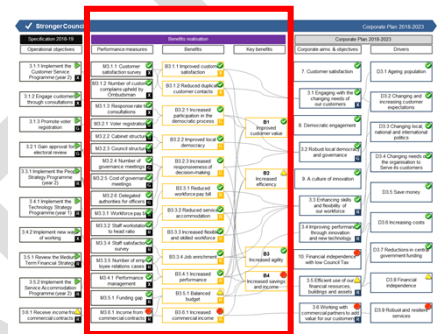
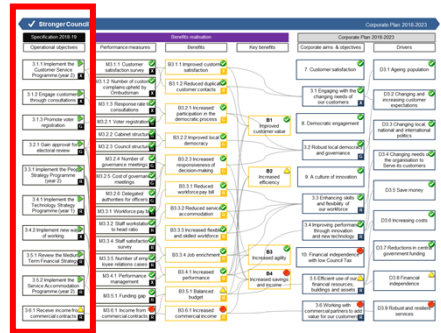
In turn, each (intermediate) benefit contributes to one or more of four key benefits.

12. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the ‘rolled-up’ status of the Corporate Objectives and their respective Drivers.


13. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

14. The key to the icons used on the Benefits Maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: Performance Indicator (or Risk) that is neither red nor green; or An Action that is unassigned, i.e. it doesn't have an owner
	Red	Indicates: A Performance Indicator below target, or An overdue Action based on the deadline date, or A Risk with a high rating



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	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons
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15. The scrutiny committee that owns each element for scrutiny purposes is indicated by a single letter in the bottom right hand corner of the element, as follows:

<b>X</b>	Overview and Scrutiny Committee
<b>C</b>	Communities Select Committee
<b>G</b>	Governance Select Committee
<b>N</b>	Neighbourhoods Select Committee
<b>R</b>	Resources Select Committee

### Benefits Maps

16. The Committee is requested to review the performance against the benefits maps within its area of responsibility. The full benefits and performance indicator set are also considered by Management Board and Finance and Performance Management Cabinet Committee.

#### Resource Implications:

None for this report.

#### Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report.

#### Safer, Cleaner and Greener Implications:

None for this report.

#### Consultation Undertaken:

Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

#### Background Papers:

The submission of performance indicators, service business plans and the Corporate Plan are held by the Transformation Team.

#### Risk Management:

There are no risk management issues arising from the recommendations of this report.

#### Equality and Diversity:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.