

# **Report to Overview and Scrutiny Committee**

**Date of meeting: 16 April 2019**



**Portfolio:** Leader of the Council

**Subject:** Corporate Plan 2018-2023 –  
Performance Report Q4 2018/19

**Officer contact for further information:** M Chwiedz (01992 562076)

**Democratic Services Officer:** R Perrin (01992 564532)

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## **Recommendations/Decisions Required:**

- (1) That the Committee review the outturn position for Quarter 4 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023;**
- (2) That the Committee identifies any actions and/or projects, performance indicators and/or benefits, 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 Plan is assessed through the achievement of a set of benefits, each measured through one or more performance indicators, 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 Decisions:**

This combined report brings together the performance of the Council against the Corporate Plan and gives 'clear line of sight' for performance across the Council via the new benefits maps and performance indicator set. The benefits maps 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 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 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:**

### **The Corporate Plan – Context, Aims and Objectives**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan, and provides a framework to demonstrate how the work of the Council fits together at a strategic level.

2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy. 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 Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the next five years. They have been further refined through consultation and linked with a set of three interdependent 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. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the ten corporate aims. The content of these maps is by necessity more technical than is presented in the public document.

8. An explanation of these benefits maps is provided in this section of the report.

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

- K1 Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;

- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

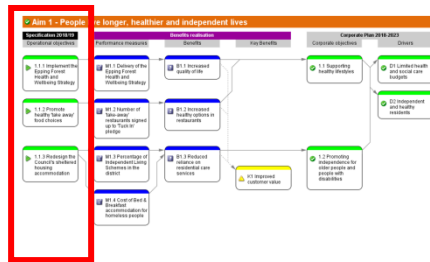
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

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

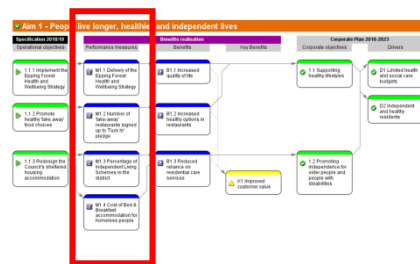
### How to Read the Performance Report

12. The Report works through each Corporate Aim in turn, starting with the headline benefits map, followed by detailed lists of the elements from the map, working from left to right: (a) operational objectives, (b) projects and programmes, and (c) performance indicators.

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 operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).



13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).

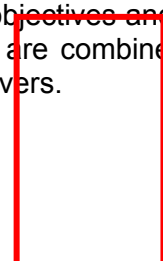


14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators 'roll-up' is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

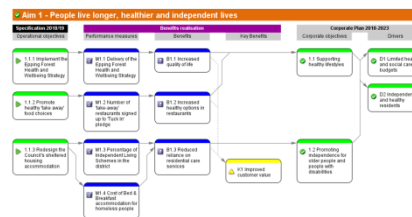


In turn, each (intermediate) benefit contributes to one or more of the four key benefits.

15. 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.



16. In addition, each performance indicator has been identified as either ‘Corporate (C)’ or ‘Partnership (P)’, to show whether there are factors outside of the Council’s control which impact on the indicator.



### Red-Amber-Green Status, Targets and Thresholds

17. 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.

18. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber, beyond this threshold, performance would be reported as Red.

19. 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: <ul style="list-style-type: none"> <li>Performance Indicator (or Risk) that is neither red nor green; or</li> <li>An Action that is unassigned, i.e. it doesn't have an owner</li> </ul> |
|  | Red   | Indicates: <ul style="list-style-type: none"> <li>A Performance Indicator below target, or</li> <li>An overdue Action based on the deadline date, or</li> <li>A Risk with a high rating</li> </ul>  |
|  | 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        |

20. The scrutiny committee that owns each element for scrutiny purposes is indicated by the following acronyms:

|                |                                 |
|----------------|---------------------------------|
| <b>O&amp;S</b> | Overview and Scrutiny Committee |
| <b>CSC</b>     | Communities Select Committee    |
| <b>GSC</b>     | Governance Select Committee     |
| <b>NSC</b>     | Neighbourhoods Select Committee |
| <b>RSC</b>     | Resources Select Committee      |

21. The progress of performance is reviewed by Management Board, Transformation Programme Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service Directors review performance with the relevant portfolio holder(s) on an ongoing basis throughout the year. Select Committees are each responsible for the scrutiny of quarterly performance within their areas of responsibility.

### Performance Report

22. The Committee is requested to review the performance outturn position against the benefits maps, in relation to the achievement of the Corporate Plan for 2018-2023.

23. The Committee is requested to identify any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.

**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:**

The report is due to be presented to relevant Select Committees and the Finance and Performance Management Cabinet Committee.

**Background Papers:**

Various reports, culminating in:

- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
  - Neighbourhoods Select Committee on 20 March 2018
  - Resources Select Committee on 14 March 2018
  - Governance Select Committee on 27 March 2018
  - Communities Select Committee on 18 March 2018
  - Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

**Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

**Equality Analysis**

This is quarter 4 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.