

## For publication

### **Approval of the Council Plan 2019 – 2023 and Performance Management Framework (J040)**

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Meeting:	1. Cabinet 2. Council
Date:	1. 26.02.2019 2. 27.02.2019
Cabinet portfolio:	Deputy Leader
Report by:	Assistant Director – Policy and Communications

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#### **1.0 Purpose of report**

1.1 To present for approval the Corporate Plan 2015-2019

#### **2.0 Recommendations**

2.1 That Cabinet recommend to Council approval of the Council Plan 2019 – 2023.

2.2 That Cabinet recommend to Council approval of the Council Plan 2019/20 delivery plan.

2.3 That Cabinet recommend to Council approval of the performance management framework.

2.4 That the Deputy Leader is delegated to approve any minor drafting changes and design that may be required in order to improve the readability and accessibility of the plan.

### 3.0 **Background**

- 3.1 In 2015 following on from a recommendation during our Local Government Association peer challenge review, the Council moved to a four year Council Plan which aligned with the medium term financial forecast. This approach has been extremely successful in targeting resources and collective effort on key priorities and delivering positive outcomes for our communities.
- 3.2 A new four year plan has been developed for 2019 – 2023. The Council Plan defines the Council’s key priorities, objectives and commitments over the four year period. The plan is aimed at providing focus, setting out priorities that will require collected corporate effort during the period. It is not an attempt to describe every service that the Council will provide; this will be covered by service plans on an annual basis.
- 3.3 Alongside the Council Plan we have developed a year 1 2019/2020 delivery plan which sets out the key milestones and measures we will need to achieve to keep the Council Plan on target for delivery. The delivery plan will be reviewed annually and approved by Council.
- 3.4 A new performance management framework has also been developed to accompany the Council Plan. The framework will underpin the Council Plan, measure and demonstrate our success in terms of milestones, outputs, outcomes and measures and effectively review and challenge performance.

### 4.0 **Council Plan 2019 – 2023 and annual delivery plan**

- 4.1 The Council Plan 2019 – 2023 (attached at Appendix 1) provides continuity with the 2015-19 plan, maintaining the same vision, three overarching priorities and values. Discussions during the drafting of the plan concluded that each of these elements are

clearly stated and remain relevant for the next four years. Staff have become familiar with the vision and priorities and are clearly demonstrating the Council's values which they helped to co-design. There is therefore significant benefit in leaving these unchanged and continuing to use them to shape how we talk to staff, partners and our communities about the work of the Council. The values will also be used to shape the Council's Workforce Strategy and its approach to partnership working.

- 4.2 Whilst the overall framework of the plan is maintained from the previous version, the objectives set out within each overarching priority have been revised and updated. As noted above, these objectives are not intended to collectively cover all of the activity that will be delivered by the Council during this period. Rather, they provide focus and ambition that will shape how the Council prioritises its financial and staff resources.
- 4.3 For each objective, a series of commitments for 2023 have been developed alongside some key facts and figures relating to current performance.
- 4.4 To ensure that we stay on track for delivering on the 2023 commitments we have developed a year 1 2019/2020 delivery plan (attached at Appendix 2). This document sets out the key milestones, inputs, outputs and measures we will need to deliver during the first year of the plan. The delivery plan will be reviewed annually and approved by Council in February alongside the budget and medium term financial plan.

- 4.5 The Council Plan and delivery plan have been produced through a series of discussions and workshops with Executive Members, Scrutiny Chairs and officers. Our evidence base included performance information, demographics trends and forecasts and intelligence from our community engagement programme. Horizon scanning techniques were also used to consider key emerging issues over the next four years and beyond.
- 4.6 Further minor drafting and design work will be required for the plan to maximise readability and accessibility so delegated authority is being requested for the Deputy Leader to oversee this activity.

## 5.0 **Performance management framework**

- 5.1 A new performance management framework has been developed alongside the new Council Plan to support and demonstrate plan delivery. The performance framework is attached at Appendix 3.
- 5.2 The performance framework will help the Council to:
- Improve services to and outcomes for our communities
  - Identify and rectify poor performance at an early stage
  - Ensure the right information reaches the right people at the right time so that effective decisions are made and action are taken
  - Enable evaluation, review and learning to help improve future performance
  - Prioritise goals and allocate diminishing resources effectively

- Ensure everyone is clear about their role and accountable for delivering their contributions to achieve delivery of the vision, council plan and key services
- Demonstrate success and value for money
- Motivate and engage staff

5.3 The performance management framework identifies the key plans and activities which underpin delivery of the Council Plan, sets out how we will measure and demonstrate success and how we will review and challenge performance.

## 6.0 Equalities

6.1 Equality, diversity and social inclusion have been key considerations during the development of the plan and our values. As programmes and projects are developed to deliver our vision and priorities the appropriate level of equality analysis and community engagement will be undertaken. Overall the plan is considered to have a positive equality impact contributing to increasing the proceeds of economic growth, improving quality of life including health and wellbeing.

## 7.0 Risk management

<b>Risks</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Mitigating Action</b>	<b>Residual Impact</b>	<b>Residual Likelihood</b>
Failure to make sufficient progress on plan delivery	H	M	Priorities, aims and projects are challenging but realistic. They provide a focus for the use of resources during the period	M	L

Failure to complete projects on time/budget/to quality standards.	H	M	Performance management framework developed to challenge projects and activities and develop mitigation where necessary.	M	L
Core services unable to identify contribution to the corporate priorities	M	M	Performance management framework clearly identifies the role of members, managers and staff. Service plans and Personal Development Plans are used to make the link between the contribution of teams and individual members of staff, and the Council Plan.	L	L
Failure to resource priorities in the plan	M	M	The Council Plan 2023 commitments and year 1 delivery plan have been developed alongside the budget and medium term financial forecast to minimise this risk.	M	L

## **8.0 Recommendations**

- 8.1 That Cabinet recommend to Council approval of the Council Plan 2019 – 2023.
- 8.2 That Cabinet recommend to Council approval of the Council Plan 2019/20 delivery plan.
- 8.3 That Cabinet recommend to Council approval of the performance management framework.
- 8.4 That the Deputy Leader is delegated to approve any minor drafting changes and design that may be required in order to improve the readability and accessibility of the plan.

## **9.0 Reason for recommendations**

- 9.1 To provide the Council with a clear statement of its strategic priorities for 2019 – 2023, to approve the year 1 delivery plan and establish a new performance management framework to support plan delivery.

### **Decision information**

<b>Key decision number</b>	<b>846</b>
<b>Wards affected</b>	<b>ALL</b>

## Document information

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<b>Appendices to the report</b>	
Appendix 1	Council Plan 2019 - 2023
Appendix 2	Council Plan 2019/20 delivery plan
Appendix 3	Performance management framework