

# Scrutiny Board

12 July 2016

<b>Report title</b>	Corporate Plan 2016 – 2019 Draft Measures	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Director of Finance	
<b>Originating service</b>	Organisational Development	
<b>Accountable employee(s)</b>	Charlotte Johns	Head of Organisational Development 01902 554240 <a href="mailto:Charlotte.johns@wolverhampton.gov.uk">Charlotte.johns@wolverhampton.gov.uk</a>
	Helena Kucharczyk	Business Intelligence Manager Insight and Performance Team 01902 555440 <a href="mailto:Helena.Kucharczyk@wolverhampton.gov.uk">Helena.Kucharczyk@wolverhampton.gov.uk</a>
<b>Report to be/<del>has been</del> considered by</b>	Cabinet Full Council	14 September 2016 21 September 2016

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review the draft measures that are currently under discussion to support and evidence progress against delivery of outcomes outlined in the Corporate Plan for 2016 – 2019.
2. Provide feedback on the measures for inclusion and targets prior to their finalisation by leadership teams and sign off by, Cabinet and Full Council.

## Recommendations for noting:

The Scrutiny Board is asked to note:

1. The timelines for finalisation of the measures by leadership teams prior to sign off by Cabinet and Full Council.

## **1.0 Purpose**

- 1.1 The purpose of this report is to set out the approach and progress against developing the measures to support and evidence progress against delivery of outcomes outlined in the Corporate Plan for 2016 – 2019.
- 1.2 The report seeks feedback and further input from the Board on the measures identified so far and to confirm the timelines for finalisation by leadership teams and sign off by Cabinet and Full Council.

## **2.0 Background**

- 2.1 A new 3-year Corporate Plan builds upon the simplified priorities as ‘stronger communities’ (People) and ‘stronger economy’ (Place) supported by a ‘Confident Capable Council’ (Corporate). It has been developed around cross-cutting outcomes, which underpin our priorities for the city and steer the organisation to successful delivery of these. The plan has signed off by this Board and is due to final sign off by Cabinet and Full Council in the coming weeks.
- 2.2 We are achieving this by adopting an outcome based business planning approach and measures are being developed to support and evidence progress against outcome delivery.

## **3.0 Outcome Based Planning**

- 3.1 Outcome based planning, through the identification of clear objectives outcomes, outputs and measures, enables us to understand how people and other resources are being utilised, identify potential areas for improvement and recognise and build on good practice and success. This allows leaders to make decisions based on a single version of the truth, understanding the cause and effect across the organisation. Outcomes supports and encourages informed challenge to enable service reform and transformation on an evidence led basis, rather than simple re-sizing or ceasing of services.
- 3.2 Services are aligning their delivery and investment outputs as part of their business plans to ensure the council is defining and challenging value based on the degree of their impact on the delivery of corporate outcomes and measuring them accordingly.
- 3.3 This will allow the Council to more clearly target priority services for investment and lesser priority areas for developing alternative operating models to increase efficiency and establish increasingly focussed cost benefit analysis, ensuring delivery of best value for each public pound being spent.
- 3.4 Outcome based planning is enabling the Council to form an integrated workforce plan that considers the supply, demand and the capability requirements of the workforce that will address the clear business priorities over the medium term. This will allow the Council to forward plan the shape and nature of the workforce it will need in the future and target development of skills and talent to be able to deliver better with less.

3.5 It is being supported by the development of more robust performance management reporting and processes and an increased capability across the organisation to understand and use data to make evidenced based decisions.

**4.0 Progress and next steps in the development of measures for the Corporate Plan**

- 4.1 The Insight and Performance Team are working closely with Strategic Directors and Service Directors to identify and refine appropriate and relevant measures that will evidence progress against and achievements of the outcomes outlined in the Corporate Plan or where no suitable quantitative measures exist, agree on a qualitative stance for reporting progress.
- 4.2 Support and challenge is also being provided to ensure that, where possible, measures are SMART (specific, measureable, achievable, realistic and time-bound), governed by an accountability framework for target setting and reporting, and supported by a defined (and documented) methodology.
- 4.3 The attached report: Draft Performance Measures – Corporate Plan 2016 – 2019 (Appendix 1), outlines the measures that are currently under discussion by leadership teams to support the new Corporate Plan. It should be noted that these measures have not yet been fully finalised and agreed by leadership teams or signed off by the Strategic Executive Board, so there are likely to be further changes.
- 4.4 Over the coming weeks, the measures will continue to be refined and targets identified, before being put before Cabinet and Full Council for final approval. This year, as part of this work, early feedback and input from Scrutiny Board is being sought both on the measures, targets and proposed reporting process.
- 4.5 The timetable for the development, finalisation, target setting and sign-off of the measures is:

<b>Process</b>	<b>Date</b>
Report to be circulated to Scrutiny Board updating on progress and inviting further input	To be issued week commencing 25 <sup>th</sup> July 2016 (Final comments to be sent to Insight and Performance no later than Friday 5 <sup>th</sup> August 2016)
Final measures and targets to be agreed by Leadership Teams	No later than Monday 15 <sup>th</sup> August 2016
Strategic Executive Board Sign off	No later than Tuesday 23 <sup>rd</sup> August 2016
Sign off by Scrutiny Board (no Board meeting is available so sign off will be by an emailed information report)	Report to be issued no later than Wednesday 24 <sup>th</sup> August 2016 (Final comments no later than Tuesday 30 <sup>th</sup> August 2016)
Sign off by Cabinet	14 <sup>th</sup> September 2016 (report to be completed by Friday 02 <sup>nd</sup> September 2016)
Sign off by Full Council	21 <sup>st</sup> September 2016 (report to be completed by Friday 9 <sup>th</sup> September 2016)

4.6 If you would like to provide discuss or feedback on any of the draft measures and targets or the proposed performance reporting approach at any point during the coming weeks, please contact Charlotte Johns or Helena Kucharczyk (contact details at the top of this report)

## **5.0 Performance Reporting against the Corporate Plan**

5.1 In order to report the measures a 'Wolverhampton Scorecard' will be developed which will enable Councillors, management, employees and the public to drill down from the high level Corporate Plan in to more detail on the performance and progress against the outcomes for each of the objectives.

5.2 Performance measures relating to the People and Place outcomes will become the 'City Scorecard' and those measures developed as part of the C3 programme work streams will form part of the 'Council Scorecard'. Both scorecards will be reported on a quarterly basis to the Cabinet (Performance Management) Panel and Scrutiny Board.

5.3 New functionality has been developed in Verto, the Council's main project management tool, by the Portfolio Management Team, to track and monitor progress and achievement against the outcomes in the Corporate Plan. The Insight and Performance Team have been working closely with the Portfolio Management Team to further develop the use of Verto for capturing data at source, and ensuring that it is easily and readily accessible as part of the web based access to corporate planning and performance information. This will also link to the on-going work around a corporate dashboard/scorecard approach using Qlikview.

## **6.0 Financial implications**

6.1 Review of the performance measures through the 'Wolverhampton Scorecard' will form an integral part of budget monitoring. Where there are areas of underperformance there is often a direct impact on the budget and medium term financial strategy. The impact is assessed and monitored on a case by case basis and fed in to the budget process.  
[GE/01/072016/R]

## **7.0 Legal implications**

7.1 There are no specific legal implications arising from this report. The Council's statutory responsibilities will be discharged through delivery of the Corporate Plan and the measures contained within the 'Wolverhampton Scorecard' will seek to assure and provide evidence that those responsibilities are being met.  
[TS/29062016/B]

## **8.0 Equalities implications**

8.1 The Council has a number of equality objectives, which underpin the Corporate Plan. Any policy change or budget decision is subject to an equality analysis screening, to understand the potential impact on the nine protected characteristics.

While none of the measures in the 'Wolverhampton Scorecard' are likely to directly relate to protected characteristics, monitoring and analysis of these will take place via information provided to the newly formed Equalities Groups in each of the Directorates, the Strategic Equalities Group and the council's Equalities and Diversity Committee.

## **9.0 Environmental implications**

- 9.1 There are no direct environmental implications arising from this report. Environmental implications are covered in several of the objectives of the Corporate Plan and measured accordingly in the 'Wolverhampton Scorecard'.

## **10.0 Human resources implications**

- 10.1 There are no human resources implications arising from this report. The Future People programme in the Corporate Plan most significantly addresses HR implications with appropriate measures to be identified.

## **11.0 Corporate landlord implications**

- 11.1 There are no corporate landlord implications arising from this report. The Future Space programme in the Corporate Plan most significantly addresses corporate landlord implications with appropriate measures to be identified.