

# Cabinet (Performance Management) Panel

19 September 2016

<b>Report title</b>	City Scorecard, Corporate Plan and Outcomes Based Planning Update	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland	
<b>Originating service</b>	Communications (Insight and Performance Team)	
<b>Accountable employee(s)</b>	Ian Fegan Tel Email	Head of Communications 01902 554286 <a href="mailto:Ian.Fegan@wolverhampton.gov.uk">Ian.Fegan@wolverhampton.gov.uk</a>
	Helena Kucharczyk Tel Email	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 has been considered by</b>	Strategic Executive Board Scrutiny Board	6 September 2016 12 September 2016

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## Recommendation(s) for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Provide feedback on the plans for creating a Corporate Plan interactive model which brings together the City Scorecard, Corporate Plan, service plans and corporate plan measures.
2. Provide feedback on the measures currently identified for inclusion in the City Scorecard and those identified to support the Corporate Plan and their targets prior to their finalisation by leadership teams and sign off.

**Recommendations for noting:**

The Cabinet (Performance Management) Panel is asked to note:

1. The timelines for finalisation of the Corporate Plan measures originally laid out in the July update to Scrutiny Board have been extended due to the combination of several strands of work around the Corporate Plan and City Scorecard

## **1.0 Purpose**

- 1.1 The purpose of this report is to update Cabinet Performance Management Panel on the progress that has been made against the development of a City Scorecard, the visualisation of the Corporate Plan, the identification of Corporate Plan indicators and the development of service plans.

## **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 approved by Council.
- 2.2 As outlined in the July update to Scrutiny Board, over recent months the Organisational Development service has worked with Heads of Service to adopt and develop outcome-based business planning approach which contributes to achieving Corporate Plan objectives.
- 2.3 The Insight and Performance Team are now leading on developing visualisations for this work, bringing outcomes and outputs together in an easily accessible 'plan on a page'. Measures to monitor the delivery of the plan are also in the process of being identified.
- 2.4 The team is also developing a City Scorecard which brings together key data about the City of Wolverhampton.

In summary:

- The Corporate Plan was finalised and approved by Council in July.
  - The first phase on the outcome-based planning work in which Heads of Service have identified service outputs linked to Corporate Plan outcomes is now almost complete.
  - The work to identify the initial measures to evidence the on-going delivery of the Corporate Plan is now almost complete.
  - The identification of indicators for a City Scorecard has been progressed and feedback is requested from SEB.
- 2.5 There has been a focus on ensuring that these various strands of work are all corporately connected and that a consistent and coordinated approach is adopted. This ensures the most efficient use of resources and creates a single, corporate product that brings information together in an easily accessible format for use by senior managers.

## **3.0 Update on Progress**

- 3.1 In the July update to Scrutiny Board a timeline was laid out which indicated that the measures to evidence progress against the Corporate Plan would be finalised by the end of August. Since then, further work has been done in this area and the decision was made to bring various strands of work together to form a single corporate product. This

more coherent approach will deliver final Corporate Plan measures by the end of September and the QlikView model by the end of October.

- 3.2 It was also noted in the July update that the use of Verto, the Council's main project management tool, by the Portfolio Management Team was being explored to track and monitor progress and achievement against the outcomes in the Corporate Plan, however, after further investigation this was deemed not to be a viable option at present.
- 3.3 A number of further options have been explored for bringing these pieces of work together and it has been ascertained that a QlikView application would meet most of the requirements. To expedite this work, a QlikView developer started on 5 September. Swift progress is anticipated.
- 3.4 It is anticipated that the development will take 6-8 weeks, but will be delivered in several phases. The final sign off of Corporate Plan measures is expected to be complete by the end of September, with full sign off by leadership teams and SEB.
- 3.5 As well as the QlikView application which will allow councillors, managers and staff to view and interrogate Corporate Plan measures at any time, significantly, a series of monthly reports will be produced and delivered to leadership teams and SEB and quarterly reports to Scrutiny, Cabinet Performance Panel and Council as appropriate. These will include:
  - *City Score Card and Corporate Plan indicators* - analysis and notification of any indicators and data that have been updated or changed that month
  - *Key organisational management data and indicators* - employee numbers, equality and diversity information, sickness absence, proportions of employees that have undertaken mandatory training and following the review of the processes, appraisal information
  - *Key directorate specific measures* - analysis and information
  - *New insight and performance tools* – aimed at improving service delivery and an update of the progress against any that are in development
- 3.6 All of this together will provide a model that ensures that councillors and senior managers have an easily accessible overview of the city and council's performance against key indicators and the council's delivery of the corporate plan which is supported by robust analysis to provide insight and identify areas of good performance or risk.
- 3.7 This work will be supported by the Insight and Performance Team who will adopt a new customer-focused approach through 'account managers' who will support leadership teams and portfolio holders.

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

- 4.1 The second phase of the outcome-based planning work is due to begin mid-September. This aims to start to pull finance and resource information into the business plans. Ultimately this will ensure that we have a fully rounded corporate plan where the costs of each outcome - and the resources required to deliver it - are better understood. This information will also be added to the QlikView model.

- 4.2 In addition, the City Scorecard will continue to be further developed to ensure that it can be used to monitor progress against the Vision 2030 including liaising with partners to include information that they have access to.
- 4.3 Finally, development will begin on a revamped Local Information System to ensure that residents can also access key information about the City and performance of the Council against its priorities.

## **6.0 Financial implications**

- 6.1 The estimated cost of the QlikView application development is around £30,000 and will be funded from a forecast Insight and Performance employee budget underspend.
- 6.2 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/06092016/M]

## **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.  
[Legal Code: TS/06092016/S]

## **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.

**12.0 Schedule of background papers**

12.1 12 July 2016 - Scrutiny Board (Corporate Plan 2016-2019 - Draft Measures)  
12 September 2016 – Scrutiny Board (City Scorecard, Corporate Plan and Outcomes Based Planning Update)