

MEETING:	CABINET
DATE:	5 APRIL 2012
TITLE OF REPORT:	CORPORATE DELIVERY PLAN
PORTFOLIO AREA:	CORPORATE STRATEGY AND FINANCE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To agree revisions to the strategic planning and reporting cycles, and agree the measures and projects within the 2012/13 corporate delivery plan.

Key Decision

This is not a Key Decision.

Recommendations

THAT:

- (a) the proposed revisions to the strategic planning cycle be agreed; and**
- (b) the 2012/13 delivery plan be agreed.**

Key Points Summary

- The revised strategic planning cycle enables the corporate plan to more accurately respond to the evidence of need, and to proactively inform future budget and delivery plan decision making.
- The delivery plan supports the three year Joint Corporate Plan agreed by Council in February 2011, and provides the basis against which in year performance can be measured; more focus is being placed in this delivery plan on achievement of outcomes as opposed to targets (although targets will not be ignored) and on how we work across Services and with partners to achieve this
- The delivery plan will be a living document and will be revised as necessary during the year to reflect and respond to changing circumstances, ensuring that resources continue to be directed to meet priorities.
- Further work is ongoing to improve the framework for performance management and reporting

as part of the People and Performance workstream of Rising to the Challenge.

Alternative Options

1. It is open to Cabinet to amend or revise the proposals, but in doing so regard must be had to ensuring any changes continue to demonstrate how the joint corporate plan is to be implemented and that the proposals can be delivered within the agreed budget.

Reasons for Recommendations

2. Cabinet is asked to approve the projects and measures that will be used to demonstrate how the joint corporate plan is to be delivered. Quarterly reports will be presented to Cabinet on performance against the agreed projects and measures.

Introduction and Background

3. The Joint Corporate Plan is one of a suite of plans and strategies that form the Council's Budget & Policy Framework, and is therefore reserved to Council to approve. It incorporates the vision and the priorities for the Herefordshire Public Services (HPS) partnership and outlines a number of outcomes to be pursued to realise those priorities. The current plan (2011-14) was approved by Council on 4th February 2011 and is at Appendix A. It is supported by a delivery plan which is approved by Cabinet and sets out the projects and measures against which performance is reported.
4. This report seeks approval for proposals to amend the historic strategic planning cycle; seeks approval for the proposed 2012/13 delivery plan; and sets out the processes by which Members can be assured that performance is being robustly monitored.

Key Considerations

Strategic Planning Cycle.

5. Cabinet are required, by the constitution, to publicise a timetable for making proposals to Council for the adoption of any plan within the Budget & Policy Framework, and its arrangements for consultation after publication of those proposals.
6. As the overarching policy document for the council, the corporate plan should sit within the overall planning cycle in such a way that it is informed by an integrated evidence base (currently in development), and informs future service planning and budget setting. There is also value in ensuring that the plan is reviewed/refreshed at an appropriate time in the municipal year in relation to the electoral cycle.
7. The timetable for Council to set the budget, and consequently the council tax, is guided by statutory requirements and is set out in the council's constitution. In essence the Council Tax must be set in March, and to inform that decision the Council sets its budget in February.
8. The move towards establishing a live integrated evidence base, '*Understanding Herefordshire*', comprises an online resource with evidence being collected, analysed and reported throughout the year, with an annual overview provided to Cabinet in June. There is a two year implementation plan for the further development of a full online and interactive facility to maintain this evidence base and enable wider access to it.
9. A programme for consultation and engagement activity feeding into this overall evidence base is being developed, but the essential point of capturing this information is that it is used to influence and inform future decision-making. It is therefore proposed that, at the point when

that information is received by Cabinet, consideration is given to any consequent need to revise the corporate plan. Any proposals to make amendments will then need to be considered by Overview & Scrutiny Committee and other consultees as appropriate, before being recommended to Council in the autumn. The approved corporate plan is then in place to provide the policy framework within which the budget is set the following spring.

10. The first version of the '*Understanding Herefordshire*' report, incorporating the current *State of Herefordshire* report and the Joint Strategic Needs Assessment, is being reported in June 2012, and will provide an opportunity for Cabinet to review the corporate plan to ensure it remains fit for purpose in light of:

- The evidence base already established
- A change in administration since the plan was approved, and the work recently begun by the administration to establish a longer term vision for Herefordshire 2020
- Increasing financial challenge
- Changing NHS environment

11. The proposed future annual cycle (not including consultation) is as below:

Cabinet approve 2012/13 Delivery Plan	5 th April 2012
Cabinet receive <i>Understanding Herefordshire</i> report and consider need for revisions to JCP	June 2012
Subject to above, Cabinet consider proposals re JCP amendments for recommendation to Council	October 2012
Council approve JCP	November 2012
Cabinet consider 2013/14 budget proposals	January 2013
Council approves 2013/14 budget	February 2013
Council sets 2013/14 Council Tax	March 2013
Cabinet approves 2013/14 Delivery Plan	March 2013

12. The planned 'root & branch' service reviews (as proposed elsewhere on Cabinet's agenda today) will also contribute to the body of evidence informing this cycle, and delivery plans will need to respond to in-year changes as necessary.

Draft Delivery Plan 2012/13

13. The draft delivery plan projects and measures are attached at Appendix B, although as already stated this plan will continue to evolve through the year. In addition to delivery of projects to meet the strategic aims of the council (i.e. those delivering change and improvement) the plan seeks to capture some wider 'balanced scorecard' performance measures. Further improvements in the first quarter will also ensure that strategic delivery partner (such as Amey, Hereford Futures, Hoople, and Wye Valley NHS Trust) contribution to outcomes and performance is clearly identifiable to provide a broader more transparent reporting framework than previously.
14. This is still a work in progress and a staged improvement plan, along similar lines to the staged improvement plan for the integrated evidence base, is currently being developed. The intention is to work towards an 'annual report' based largely, but not exclusively, on the measures and indicators in the integrated evidence base. This would provide a clear overview

of the overall strategic performance of the council (and its partners) i.e. how well we are delivering change and improvement. This would be supported by a range of management performance data to demonstrate how well we are managing the business to include value for money, customer experience, cost and workforce information.

15. Although targets are being established to support performance monitoring, it is proposed that Cabinet focuses attention on delivery of outcomes to ensure that activity is best directed to delivering improvement.

Monitoring Assurance

16. It is proposed that Cabinet will receive the annual report (year end performance report) in June each year to coincide with the integrated evidence base report. There would also be three in-year reviews of performance (in July, November and February) based around the measures and targets within the delivery plan. To ensure focus is maintained of improvement, reporting will be by exception.
17. Sitting beneath the overall corporate delivery plan are more detailed directorate delivery plans, and below those yet more detailed service delivery plans; performance monitoring and review is carried out on a monthly basis within directorates; directors also meet regularly with their respective cabinet portfolio leads to review performance; and directors and assistant directors meet quarterly to review and monitor corporate delivery plan and budget performance.
18. These plans also form the basis from which personal objectives for staff are established and against which individual performance is monitored, ensuring a clear “golden thread” between the council’s aims and what staff do.
19. Discussions are ongoing with the Overview & Scrutiny Committee to explore how and where they can best add value to the performance review and improvement process.

Community Impact

20. The delivery plan demonstrates how the council intends to achieve its vision for the people of Herefordshire.

Equality and Human Rights

21. Reducing inequalities are clearly articulated outcomes within the agreed corporate plan. Individual elements of activity within the delivery plan undergo equality impact assessments as an integral part of their planning and implementation

Financial Implications

22. Alterations to the timetable for reviewing the corporate plan have no financial implications. Proposals within the draft delivery plan will be delivered within the budget agreed by Council in February 2012. The council’s medium term financial strategy reflects the policy framework including the joint corporate plan.

Legal Implications

23. Requirements for consultation and governance are set out in the council constitution.

Risk Management

24. The corporate plan and its delivery plan are integral elements of the council’s risk

management framework. Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated to the corporate register as appropriate. The corporate risk register is reviewed by the leadership team at the bi-monthly performance meetings and any significant risks are reported to Cabinet as part of the quarterly performance report.

Consultees

25. The development of the delivery plan is informed by the evidence base already gathered during the year and which includes user, resident and partner feedback where available.
26. The chair and vice chairs of Overview & Scrutiny Committee were consulted on 26th March and made the following observations:
 - The corporate plan would benefit from clearly demonstrating the flow through from national policies/risks to local response (e.g. energy and fuel security)
 - The focus should be on setting measurable outcomes and quality measures rather than quantitative process-based indicators
 - More could be done to use localities to gather more qualitative feedback on service delivery and need
 - There should be a more demonstrable link between risks, delivery and performance management
 - Performance measures should be selected that demonstrate the degree to which council policies are being achieved.
 - Future performance reporting would benefit from the use of trend data to provide context.
 - An indication of the extent to which a particular activity demonstrates the council's values may be helpful.
27. These views will be taken into account in the development of the improvement plan.

Appendices

Appendix A – Joint Corporate Plan

Appendix B - Draft Delivery Plan

Background Papers

None.