

MEETING:	CABINET – CORPORATE SERVICES
MEETING DATE:	10 APRIL 2014
TITLE OF REPORT:	2014/15 DELIVERY PLAN
REPORT BY:	DIRECTOR ECONOMY, COMMUNITIES & CORPORATE

1. Classification

Open

2. Key Decision

This is not a key decision.

3. Wards Affected

County-wide.

4. Purpose

To agree the projects and measures within the 2014/15 corporate delivery plan.

5. Recommendation(s)

THAT:

- (a) the corporate delivery plan be approved;**
- (b) performance monitoring and delivery assurance arrangements are noted; and**
- (c) assurance has been provided by directors that appropriate performance management systems are in place across all services, the Performance Plus corporate system is decommissioned.**

6. Alternative Options

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

7. Reasons for Recommendations

- 7.1 Cabinet is asked to approve the projects that will be used to demonstrate how the priorities for the council are to be delivered. Quarterly reports will be presented to Cabinet on performance against delivery of the agreed projects and achievement of the measures, as well as a financial summary for each directorate.
- 7.2 Directorates will brief the relevant overview and scrutiny committee on performance issues on a quarterly basis.

8. Key Considerations

- 8.1 The draft delivery plan is attached at Appendix A; however the plan will remain a live document and will continue to evolve through the year. This will enable Cabinet to assure itself that resources are being appropriately applied to meet priorities.
- 8.2 The delivery plan has been aligned to the corporate priorities agreed in the Corporate Plan 2013-15. The delivery plan is at Appendix A.
- 8.3 A number of proposed measures are currently being defined and resources being identified in some circumstances. Targets are being established to support performance monitoring; some of these rely on the availability of year-end outturns to better inform the target setting process. The year-end performance report is due to be presented to Cabinet on 15th May. In addition, a set of measures and associated actions are being developed to cover the area of health & safety, which will demonstrate the council's ability to provide its staff with a safe working environment.
- 8.4 Sitting above the delivery plan will be a corporate performance dashboard, comprising of a high level set of measures that will demonstrate the council's progress towards achieving its priorities, and which will form the basis of the quarterly performance report. The dashboard is at Appendix B. The first quarter's performance report is now scheduled for Cabinet on 31st July, and the second quarter on 13th November. Dates for further reports will be scheduled in the executive rolling programme.
- 8.5 This approach is reliant upon services and teams having robust performance management systems that will provide assurance that their performance is being delivered. Teams have a service plan and performance mechanisms in place to support the delivery of the organisation's corporate plan. Their performance will be monitored through directorates.
- 8.6 **Performance Assurance**

The attached appendices demonstrate the golden thread running from the council's priorities, how it will achieve them, how success will be measured and the key project milestones to be achieved within the overall plan.

Performance is a critical area of focus for the organisation which includes not losing control over the significant achievement made this financial year on budget control; there is however a step change in performance improvement required in the next twelve months that the chief executive and management board are focussed on.

Performance assurance will focus on a number of key areas which are outlined in the table below. The culmination of these activities will assure performance and report to Cabinet on key performance indicators, progress against change milestones, performance against budget, risk and Health & Safety. Performance against key performance indicators will be published on our website on a monthly basis.

Delivery Challenge	Assurance
Leadership	<ul style="list-style-type: none">• Performance improvement to be a key objective for every member of the Management Board; led by the Chief Executive.• Assessment against what good performance management looks like in each of the directorates in order to address any issues and to share best practice.• At least monthly review of directorate delivery plans at DMTs with exceptions reported to management board. Management Board

	<p>will review performance by exception at least once a month and take action including redirecting resources to ensure targets and milestones are achieved.</p> <ul style="list-style-type: none"> • Monthly update with Cabinet Members. • Quarterly performance report to Cabinet. • Directorates to brief Scrutiny on performance issues on a quarterly basis. • Managers to be responsible for ensuring that their staff are focused on delivering improvements in performance in the priority areas for both the directorate and the council. • Clarity around these arrangements will enable the council to focus on delivering performance improvement.
Project & Programme Management	<ul style="list-style-type: none"> • There are numerous project milestones to be delivered in 2014/15 (see Appendix A). Directors are responsible for ensuring the best project approach and that assurance arrangements are in place to assure delivery. • • This will need to take account of the fact that we have to manage both services that we deliver directly in-house, as well as those that we commission externally. • This is potentially a complex assurance picture which involves safeguarding boards, joint project arrangements with key partners and internal project/programme structures. It is important that each of these boards has assurance to meet its needs; one size does not fit all. • Cabinet have identified the key programmes of work for which they expect to see at least quarterly assurance updates.
Capacity & capability	<ul style="list-style-type: none"> • Performance roles have been restructured and capability developed/recruited to ensure we have the required skills to assist managers with performance management. • Transformation resources have been embedded within directorates and have direct reporting lines to senior managers who are accountable for change/performance improvement. Management Board has agreed a project management toolkit outlining key roles and responsibilities and a common language and framework. Directors will ensure that the toolkit is universally applied across projects and programmes. • Additional external capacity and expertise will be brought in on business case basis as required.
Profiling savings	<ul style="list-style-type: none"> • To date the budget report has been reported alongside the performance report; this will be more closely integrated. • Savings will be profiled month by month to allow monitoring and early identification of any risks to delivery. • This process will be supported by Internal Audit.
Individual Performance Management	<ul style="list-style-type: none"> • The individual performance management framework has been implemented and is based upon good practice which encourages an individualised approach and includes; regular performance conversations about performance, competencies/behaviours assessed and jointly scored, development needs identified, aspirations/motivations considered. • The Chief Executive has set specific expectations for each member of the Management Board. • HR Resourcing and Managing Performance policy has been changed to: <ul style="list-style-type: none"> ○ deal with underperformance more swiftly and fairly;

	<ul style="list-style-type: none"> ○ deal with conduct issues more swiftly and fairly; ○ provide a wider range of recruitment and retentions tools to attract and retain talent. ● On line training providing access to learning across a range of development areas is now available.
Risk management	<ul style="list-style-type: none"> ● Risk management is embedded in project approaches and Directorate and Cabinet performance reviews.

- 8.7 The attached appendices describe a large programme of change to deliver the council's priorities. Much of this change critically requires activities to be co-ordinated across teams and organisations in order to deliver. Therefore, it is important to enable specific programmes of work the flexibility within the expected performance management frameworks; individual, directorate and organisation to operate most effectively.
- 8.8 The council needs to transform and modernise its operations, including rationalising the number of services, buildings and other overheads. This programme of transformation and efficiency also needs to include improving and reducing the number of ICT systems in use within the council.
- 8.9 These new performance arrangements reinforce the fact that the council must place an emphasis on delivering radical improvements in priority areas and reducing costs all across the organisation. We need to ensure that the council is consistently focused on delivering the key outcomes we are committed to.
- 8.10 Performance Plus was introduced in 2008 as the standard performance management tool used across the council. As part of our transformation and efficiency programme we need to increasingly manage performance jointly with other agencies, particularly across the health and social care interface. Performance Plus is not used by any of our partner agencies and is therefore not appropriate as a performance management tool for our future required. It is recommended that it is no longer used as the council's performance management system. The implementation of P+ was managed through the Herefordshire Connects IT programme; capital costs amounted to £463k and there have been ongoing revenue costs of £27k per annum; which would be saved following its decommissioning. Alternative, lower cost arrangements will be put in place, utilising the improved functionality of MS Office products which are common to all partners. There are now a wider and more flexible range of technical tools available that are much more specific to the needs of individual services. This can be demonstrated through projects such as the improvement of our website which have instead adopted an agile project management approach (supported by Pivotal Tracker). For traditional style projects, MS Project enables greater functionality in developing and tracking performance. Products such as MS SharePoint are also helpful in enabling further collaborative working.

9. Community Impact

- 9.1 The delivery plan demonstrates how the council intends to achieve its vision for the people of Herefordshire and continues to draw from the evidence base available through Understanding Herefordshire.

10. Equality and Human Rights

- 10.1 Increasing equality of opportunity and access, and 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.

- 10.2 In demonstrating due regard to the council's Public Sector Equality Duty, in our decision making processes we will ensure that individual directorates and service areas assess the potential impact of any proposed project, leading to fairer, transparent and informed decisions being made.

11. Financial Implications

- 11.1 Proposals within the draft delivery plan will be delivered within the 2014/15 budget agreed by Council in February 2014, and include projects and activity to deliver the savings required for a balanced budget.

12. Legal Implications

- 12.1 In taking its decision in relation to the delivery plan, Cabinet will be aware that the implementation of these projects may have an impact on the affected users. However it is not committing itself to the implementation of specific policies or projects until it has carried out a full and detailed assessment of the likely impact as and where necessary. Those decisions will in turn address further equalities, consultation and practical matters without their outcome having been predetermined by the approval of either this delivery plan or the budget agreed by Council.

13. Risk Management

- 13.1 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 regular performance meetings and any significant risks are reported to Cabinet as part of the quarterly performance report.
- 13.2 The financial challenge and capacity to deliver the transformation necessary to both improve outcomes for people and deliver savings remains the most significant risk; performance and delivery monitoring and assurance processes have been strengthened, and the support of the Overview and Scrutiny Committees in the assurance process would be welcomed.

14. Consultees

- 14.1 The consultation undertaken immediately before Council set the budget in February provided a range of views which included insights into opportunities for meeting the budget pressures as well as ways in which proposals may need to be implemented to minimise any adverse impacts; these views will continue to inform delivery planning and implementation through the year and will be further enhanced by specific stakeholder consultations on individual projects as appropriate.

15. Appendices

- 15.1 Appendix A – Draft Corporate Delivery Plan 2014/15
- 15.2 Appendix B – Draft Performance Dashboard

16. Background Papers

- 16.1 None identified.