

**REPORT TO THE SCRUTINY PANEL RESOURCE AND PERFORMANCE
MEETING ON 16th JANUARY 2014**

Status: For discussion
Title: Corporate Plan and Corporate Delivery Plan
Originator: Ann Marie Hawkins, Head of Policy, Performance & Partnerships
Where from: Scrutiny Commission
Where to next: Executive

Objective: For the Scrutiny Panel to discuss and make comments and recommendations on the refreshed version of the Corporate Plan 2013-15 and the draft Corporate Delivery Plan for 2014/15 as set out in Appendix A and Appendix B of this report.

1. Outcome sought from Panel

- 1.1 Discussion of the draft Corporate Plan and draft Corporate Delivery Plan to provide comments and recommendations to the Executive.
- 1.2 The Executive will consider comments and recommendations from the Panel at their meeting on 10th February 2014 and make final recommendations to Council on 24th February 2013.

2 Background

- 2.1 The Corporate Plan and Corporate Delivery Plan outline the Council's vision, priorities, Critical Outcomes and the Key Activities to deliver them.
- 2.2 Both documents are underpinned by the Council's vision, which is:

'Working with communities in a vibrant, safe and prosperous district and bringing the best opportunities to all.'
- 2.3 HDC will retain its four existing priorities during 2014/15, with some slight amendments to the wording. Both the Corporate Plan and the Corporate Plan are structured around the delivery of these four priorities:
- Working with communities to develop places in which to live and be happy.
 - Provide the right public services to the right standard and deliver value for money.

- Encourage a vibrant and sustainable business community intent on prosperity and employment opportunities.
 - Support the vulnerable in our society at the heart of the communities where they live.
- 2.4 The Corporate Plan 2013-2015 is the overarching public document which sets out the Council's vision for the district, its ambitions and priorities and how it will work with its partners and the community to ensure that living in, working in, and visiting the district is the best possible experience. It is based on information about the area and customer feedback and identifies how the Council will achieve its long-term vision. Although this is a two-year document, it is subject to annual 'light-touch' refresh as part of the Business Planning process to ensure that it remains up to date.
- 2.5 The Corporate Delivery Plan 2014-15 is the Council's annual high-level plan that sets out how it will deliver its vision and priorities through Critical Outcomes and Key Activities during the forthcoming financial year. There should be a clear 'golden thread' that links these two documents.
- 2.6 One of the main changes to the Corporate Delivery Plan is a shift in focus from Critical Activities to Critical Outcomes. The 12 Critical Outcomes in the 2014/15 Corporate Delivery Plan have been developed from the original 24 Critical Activities set out in 2013/14. This has been achieved by merging the original Critical Activities where they were too specific and changing the language to be more outcome focused.
- 2.7 The Corporate Delivery Plan also identifies high level Expected Outcomes of the Key Activities, which will add depth to what the Critical Outcomes will mean for our communities. It also contains the headline Performance Indicators and Risks connected to these Key Activities.
- 2.8 The number of Key Activities proposed in the 2014/15 Corporate Delivery Plan is currently around 75 – this is approximately 40% fewer than in the current 2013/14 Corporate Delivery Plan.
- 2.9 The Corporate Delivery Plan is a dynamic document and the development of the Key Activities, performance indicators and risks is an iterative process. For this reason, elements of the Corporate Delivery Plan will continue to be developed, and may change as a result of further review and target challenge sessions. In particular the targets and expected outcomes remain work in progress, prior to the Executive meeting on the 10th February. During the 2014/15 financial year, any proposed changes to the content of the Corporate Delivery Plan, including revisions to targets, will be reported back to the relevant portfolio holder and the Executive as appropriate.
- 2.10 Reporting mechanisms for the Corporate Delivery Plan will remain the same during 2014/15. The Strategic Performance Dashboard will continue to be produced on a monthly basis, and monthly scrutiny of performance will take place through the internal Performance Improvement Board. Performance

Reports will be submitted to the Executive on a quarterly basis and to the Scrutiny Commission bi-annually.

- 2.11 The Strategic Performance Dashboard is attached at Appendix C. This contains approximately 25 key performance indicators to give an overview of the Council's performance to achieve its four priorities.

3 Points for discussion

- 3.1 **The Corporate Plan (Appendix A) and the Corporate Delivery Plan (Appendix B) are the Council's key business planning documents and it is therefore essential that they reflect the Council's vision and priorities.**

- 3.2 **The 'golden thread' that links these two documents should be clear to the reader.**

- 3.3 **Both documents are accessible to the public, and therefore the content and language used must reflect this and be as clear and easy to understand as possible.**

- 3.4 **Scrutiny of the content of the Corporate Delivery Plan attached at Appendix B.**

- 3.5 **Scrutiny of the performance indicators proposed for inclusion in the Strategic Performance Dashboard attached at Appendix C.**

4 Equality Impact Assessment Implications/Outcomes (attach completed EIA)

- 4.1 An Equality Impact Assessment and plain English test of the Corporate Plan 2013/15 were undertaken at the time of writing the original document.

- 4.2 Equalities are considered as part of the business planning process. Details of equality actions relating to Key Activities outlined in the Corporate Delivery Plan are identified in Team Plans where appropriate, and monitored through the TEN performance management system.

5 Impact on Communities

- 5.1 The Corporate Plan sets out how the Council will work with its partners and the community to ensure that living in, working in or visiting the district is the best possible experience. It is based on information about the area and customer feedback.

- 5.2 The delivery of the Critical Outcomes and Key Activities set out in the Corporate Delivery Plan, and ultimately our vision and priorities, will be of benefit to the community.

6 Legal Issues

6.1 The Council's Corporate Plan and Corporate Delivery Plan feeds into the Council's budget setting process. The budget is set in accordance with the Council's Constitution and the expenditure proposed is within the statutory powers of the Council.

7 Resource Issues

7.1 The Corporate Plan and Corporate Delivery Plan have been developed in line with the Budget Planning process. The Key Activities set out in these Business Planning documents are based on the resources set out in the Revenue and Capital Budgets which will be recommended to Council on 24 February 2013.

8 Community Safety Implications

8.1 The Council's Corporate Plan and Corporate Delivery Plan outline how the Council will work with partners to ensure community safety within the district.

9 Carbon Management Implications

9.1 Carbon Management implications will be addressed in the relevant Team Plans.

10 Risk Management Implications

10.1 Risks connected to the Key Activities have been identified and incorporated into the Corporate Delivery Plan, and will be included in Team Plans. These will be managed through the TEN Performance Management System.

11 Consultation

11.1 Business Planning workshops for Corporate Management Team and the Executive were held on 30th September, 18th November and 16th December 2013 to develop the Council's approach to Business Planning in 2014/15. A Business Planning workshop was also held with the Senior Management Team on 12th September.

11.2 The Annual Residents Survey took place during September 2013. 214 people completed the survey, which was available on the Council's website and in hard copy from the library. In addition to this, a focus group was held with members of Harborough Action Team and House of Fun Group, who have a disability or health problem which makes it difficult for them to carry out day to day activities. A Young Peoples Citizens Panel session also took place at Thomas Estley Community College in Broughton Astley. The results of this consultation work have been fed into the Business Planning process and will help to inform service delivery.

11.3 A period of consultation on the original version of the 2013/15 Corporate Plan took place in November - December 2012.

12 Background Papers

12.1 Not applicable.

Previous report(s): not applicable

Information Issued Under Sensitive Issue Procedure: No

Appendices:

- A. Corporate Plan 2013/15**
- B. Corporate Delivery Plan 2014/15**
- C. Strategic Performance Dashboard**