

# CABINET

## Corporate Plan 2014 16 - Half Yearly Performance

20 January 2015

### Report of Chief Officer (Governance)

PURPOSE OF REPORT				
To provide an update on progress towards the delivery of the 2014 – 2016 Corporate Plan as at 30 September 2014				
Key Decision	<input type="checkbox"/>	Non-Key Decision	Referral from Cabinet Member	X
Date of notice of forthcoming key decision	N/A			
This report is public				

#### RECOMMENDATIONS OF LEADER OF THE COUNCIL

- (1) That Cabinet considers progress towards the delivery of the 2014 – 2016 Corporate Plan at the mid-point of 2014 and makes comments and recommendations as appropriate
  - (2) That the outcome of the Investors in People Assessment and the plans to take this forward be noted
1. Report
    - 1.1. The 2014 – 2016 Corporate Plan was approved by Council on 16 July 2014. The Corporate Plan sets the direction for the delivery of council services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's Policy Framework. It also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces.
    - 1.2. Whilst the corporate priorities have remained largely the same, being: *Clean, Green and Safe Places; Health and Wellbeing; Community Leadership and Sustainable Economic Growth*, they are now underpinned by an ethos of an 'Ensuring Council' – a model of local government developed by the Association of Public Service Excellence (APSE) - approved by Council on 26 February 2014.
    - 1.3. The focus of the priorities has been narrowed as resources have reduced. The priorities are reinforced by headline corporate outcomes and success measures, as well as indicators, milestones and activities at an operational level. Together with qualitative / contextual information these provide a greater understanding of factors having an impact on performance and overall delivery of the Corporate Plan.
    - 1.4. Six months into the first year of the life of the 2014 - 2016 Corporate Plan a review has been undertaken of performance and progress towards the achievement of the corporate priorities and outcomes over the term of the plan. Full details of this review are set out in **Appendix A**.
    - 1.5. In summary, the review shows that at this early stage in the life of the new Corporate Plan progress is being made and there are currently no major

areas of concern.

- 1.6. This early progress was reflected in the conclusions of an independent Investors in People (IIP) Assessment carried out at the end of July / beginning of August and reported in mid-September, which assessed the council against national standards in the key areas of:
  - Effective performance management
  - Effective leadership
  - Employee engagement
  - Continuous improvement
- 1.7. The assessment determined that the council has many strengths and, in determining that the council meets the national standards in each of these areas, acknowledged the significant progress being made in meeting the '*...immense amount of change and challenge facing the council*'.
- 1.8. The development of the ethos as an Ensuring Council and the support and commitment of Members and Chief Officers for this was seen as a particular strength. To help make the transition to becoming an ensuring council and to address matters highlighted during the review a number of opportunities and actions were identified which will be used to inform the development of a '*continuous improvement plan*'.
- 1.9. Responsibilities and accountabilities for actions in the continuous improvement plan will be agreed and monitoring and reporting incorporated into the performance management arrangements for future consideration by senior management, Cabinet and Budget and Performance Panel.

## **2. Conclusion**

- 2.1. This report and ***Corporate Plan Performance – Half Yearly Update 2014*** (Appendix A) sets out the progress being made towards the delivery of the Corporate Plan 2014 – 16 and provides an overview of the outcome of an Investors in People assessment.
- 2.2. These show that the council is making good progress in delivering longer term corporate plan priorities in a constantly changing and difficult environment, whilst trying to minimise the impact on local communities.
- 2.3. It is right to recognise the efforts and achievements of all those involved in taking the council forward, but it is also right to test the approach and robustness of performance management and leadership. The IIP review indicates that the council has many strengths that, together with a continuous improvement plan, will help the council face ongoing, medium and longer term challenges.
- 2.4. Essential factors in sustaining this position will be good employee engagement, organisational development / change management and continuous improvement. Another important element will be effective management of the expectations of customers and communities, which will gain momentum as medium to longer term Government austerity measures become clearer and budget restrictions have an impact on the council's ability to deliver activities and services.
- 2.5. Proposals for the future development the Corporate Plan(s) will be with a view to supporting the council as it evolves into an ensuring council, taking into account the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces. Members will be asked to consider these proposals and revised Corporate Plan (s) in due course as part of the strategic planning arrangements.

**RELATIONSHIP TO POLICY FRAMEWORK**

This report is a requirement of the council's Performance Management Framework in support of the delivery of key priorities and outcomes as set out in the overall policy framework and specifically in the Corporate Plan 2014 -16.

**CONCLUSION OF IMPACT ASSESSMENT**

**(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)**

None directly arising from this report

**LEGAL IMPLICATIONS**

None directly arising from this report

**FINANCIAL IMPLICATIONS**

None directly arising from this report

**OTHER RESOURCE IMPLICATIONS**

**Human Resources / Information Services / Property / Open Spaces:**

References and any related implications contained within Appendix A

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments

**BACKGROUND PAPERS**

Corporate Plan 2014 - 16

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