



## AGENDA ITEM:

### SUMMARY

<b>Report for:</b>	<b>Finance &amp; Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>5 November 2013</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Corporate Plan</b>
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Residents &amp; Regulatory Services Cllr Brian Ayling, Cabinet Support Member</p> <p>Responsible Officer: Shane Flynn – Assistant Director (Performance and Projects)</p>
Purpose of report:	To outline the corporate planning process to be introduced from Autumn 2013 and seek review of the Corporate Plan to be published in spring 2014.
Recommendations	That Members note progress and comment on the Corporate Plan and Performance Management cycle
Corporate objectives:	Corporate planning supports all five of the Council's strategic objectives by setting the overall direction for achieving the desired outcomes and in particular supports the aims of 'Dacorum Delivers'.
Implications:  'Value For Money Implications'	<p><u>Financial:</u></p> <p>There are no direct financial implications but advanced corporate planning should improve budgeting processes, thereby helping the Council to achieve the financial targets set out in the Medium Term Financial Strategy</p> <p><u>Value for Money:</u></p> <p>Putting service planning at the start of the budgeting cycle will provide opportunities for service departments to identify alternative approaches and efficiencies that can feed into the budget setting process. This is an alternative to a process whereby budgets are set and then activities become 'business as usual'.</p>
Risk Implications	No risk assessment has been undertaken in respect of the Corporate Plan. The strategic risk register needs to be

	reviewed to ensure that it reflects the key risks inherent in delivering the Council's strategic objectives. This review is scheduled for later in 2013 as part of a wider review of risk management within the Council.
Equalities Implications	There are no direct equalities implications. Corporate plan targets are derived from service level plans. Therefore equalities assessments should be undertaken at service level to consider the implications of any redirection of resources towards revised goals.
Health And Safety Implications	There are no immediate health and safety implications arising from this report
Consultees:	The draft corporate plan was approved by Cabinet in November 2012. Extensive consultations have taken place at Assistant Director level in the development of the final version.
Background papers:	Cabinet report, 27 November 2012 – Corporate Plan 2012-15
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>In November 2012 Cabinet approved a draft Corporate Plan for 2012-15 and required a report on progress to be provided in November 2013.</p> <p>The final version has now been compiled, within the context of a Performance Management cycle which combines setting targets for progress in the coming year and publishing progress in an annual report alongside the account summary in the autumn.</p>
Glossary of acronyms and any other abbreviations used in this report:	KP: Key Performance Indicators

## 1. Background

- 1.1. Following the adoption of five strategic objectives by the Council in October 2010, the Corporate management Team developed a summary Corporate Plan based on the key activities that would enable the Council to deliver against those strategic objectives.
- 1.2. Senior officers recognised that while this provided a road map to achievement of key aims it did not provide an overall context or strategic direction for business as usual activities as well as corporate and departmental initiatives. Therefore a draft Corporate Plan was developed which:
  - Highlighted the key aims of the Council within the context of the five strategic objectives (primarily housing development and regeneration)

- Set out guiding principles for service delivery
  - Suggested the development of a range of Key Performance indicators (KPIs) that would be reported publicly to chart progress against key aims.
- 1.3. Cabinet approved this draft Corporate Plan subject to the indicators being developed and agreed and progress reported in November 2013.

## **2. Final Corporate Plan**

- 2.1. A revised draft of the Corporate plan is attached at Appendix A. This version has two key changes from the original draft:
- KPIs have been developed and aligned with the Council's five strategic objectives
  - The core programme of initiatives designed to progress the Council's aims and the overarching principles of service development have been moved to appendices.
- 2.2. These changes are designed to make the document more accessible to the public and key stakeholders. The intention is to publish the plan on the Council's website only and to make printed copies available on request.
- 2.3. Further refinements are needed before publication, including finalising the targets for 2014/15 prior to publication alongside the 2014/15 budget.

## **3. Performance management and the annual reporting cycle**

- 3.1. Currently the Council publishes some performance information alongside a summary of the accounts in Dacorum Digest each autumn. The intention is to include in this annual report progress against the KPIs for the previous financial year. In autumn 2013 we will, therefore, be publishing the results for 2012/13. The published Corporate Plan will replicate these results to enable simple comparison with targets for the coming financial year.
- 3.2. To achieve this cycle of performance management a revised planning cycle is required. Appendix B provides a Performance management approach which has been discussed at Assistant Director level. This requires service planning to be brought forward in advance of, and parallel, with the budget setting cycle so that departments can review progress on the previous KPIs, develop initiatives and set KPIs for the coming financial year while agreeing the resources required to deliver these aims.
- 3.3. As this process is still under development, it has been only partially implemented in 2014/15. It is expected to be fully developed for the 2015/16 budget cycle. This will be essential if the Council is to meet its financial targets within the Medium Term Financial Strategy over the next four years
- 3.4. The next stage is to review the existing suite of operational performance indicators to determine how this can best be developed to support analysis of progress against the key aims. The first step is complete, which was to analysis the existing indicators into these which:
- Show progress against outcomes
  - Indicate customer satisfaction
  - Provide information on organisational health

3.5. Consultation with the Overview and Scrutiny committees and other information users will be needed to determine the value of the indicator set for reporting purposes. This will take place in due course.

## ANNEX A

### Customer Insight and Channel Shift Forum - Terms of Reference

#### NPS & Dacorum – Customer Insight and Channel Shift Forum

#### Monthly forum chaired by the CSCG Customer Insight Manager

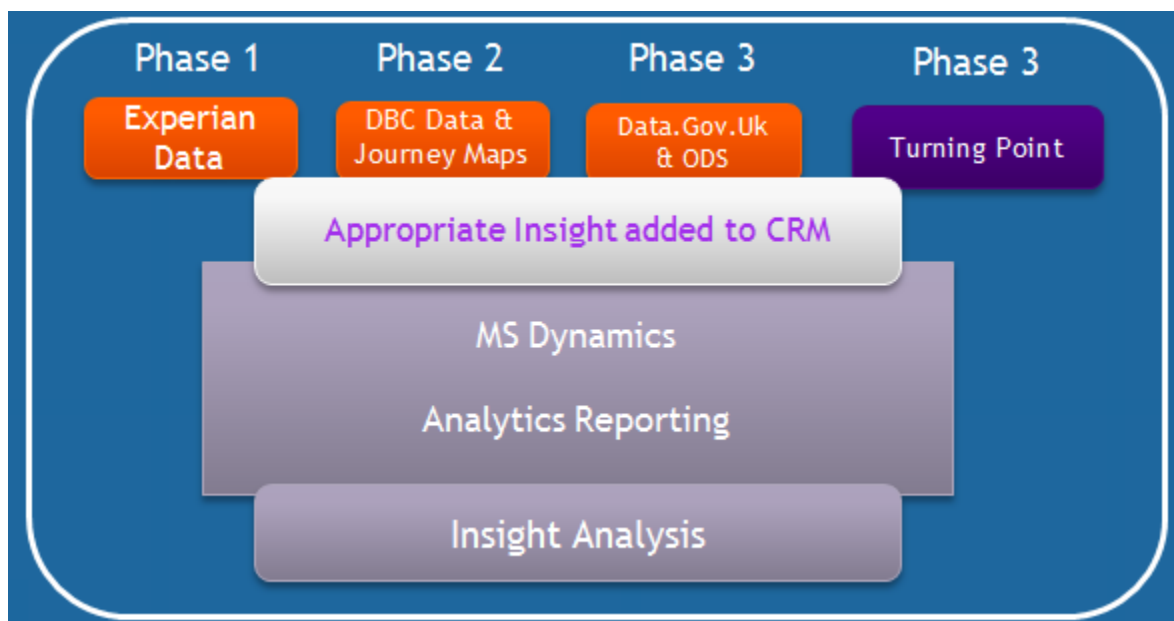


#### Forum Terms of Reference:

The following is proposed as the TOR for the forum:

- To monitor activity and receive a progress report on the Customer Insight and Channel Shift activities for the CSCG programme.
- To monitor and analyse customer insight data from the CSCG programme
- To identify related information sources relevant to the Customer Insight programme for the CSCG
- Agree data 'linkages' for the CSCG programme
- To agree reporting from Customer Insight
- To evaluate Channel Shift recommendations from the Channel Shift Delivery Manager
- To agree the Channel Shift recommendations for implementation
- Engage with the Dacorum Community Communications activities
- Engage with the Dacorum Customer Insight 'Evidence Based Decision Making' programme
- Enable where possible, re-use of customer insight from the CSCG programme with the Dacorum 'Well Being' programme
- Agree the programme approach (as illustrated below)
- Recommend programme changes when applicable via change control

**Agreed Initial Programme Roadmap:**



**Regular Forum Attendees:**

Dacorum BC	Northgate	Partners
<b>Regular Forum Attendees:</b>		
Elissa Rospigliosi (ER) Murtaza Maqbool (MM) Ben Trueman (BT)	Chris Nicholson (CN) Dale McNeil (DM) Mike Small (MS) – Acting Chair CSCG Customer Insight Manager – CIM – Strategic Chair CSCG Channel Shift Delivery Manager - CSDM Tim Osei CI Researcher (TO)	
<b>Attendee's on request:</b>		
Shane Flynn (SF)	Funsho Salawu (FS) Dave Dunn (DD)	Experian 3 <sup>rd</sup> Sector

## Standard Forum Agenda

- Apologies Chair
- Review actions from previous meeting All
  
- Review activities since the last forum for:
  - Customer Insight CIM
  - Channel Shift CSDM
  - Dacorum 'Health & Well being' programme ER
  - Web Services MM
  
- Review emerging customer insight & Recommendations CIM/All
- Review emerging channel shift recommendations CSDM
  
- Programme monitoring (and any required changes) Chair
- Data set Review
- Reporting Review Chair/All
  
- AOB All
  
- Agree date of next meeting and attendees All

## **ANNEX B**

### **Customer Insight and Channel Shift Programmes - Milestone Roadmap**

**See next page**