
CORPORATE PLANNING AND PERFORMANCE FRAMEWORK

**Responsible Cabinet Member – Councillor Stephen Harker
Efficiency and Resources Portfolio**

Responsible Director – Murray Rose, Director of People

SUMMARY REPORT

Purpose of the Report

1. To present proposals for a new Corporate Plan and supporting framework for service delivery planning and performance management; and to seek approval of the Service Plans and Corporate Plan for 2012-2013.

Summary

2. Corporate and service planning form critical components in the prioritisation, planning and delivery of services. It is therefore, important that they play a prominent role in directing and shaping services and maintaining a focus on outcomes and customer needs given the pace and scale of change driven at both national and local level. This report sets out our proposals for a new Corporate Plan detailing how it links to wider partnership and planning processes. It proposes a supporting Performance Management Framework to measure impact against outcomes and the needs of our customers.

Recommendation

3. It is recommended that Cabinet approve:-
 - (a) the draft Corporate Plan (Appendix 2);
 - (b) the structure and proposed plan alignment for the new ODPP Delivery Strategy (Appendix 1) as outlined in paragraphs 7 – 11;
 - (c) the service planning and performance management arrangements set out in this report; and
 - (d) the suite of Service Plans for all Service Groups (Appendix 5)

Reasons

4. The recommendations are supported by the following reasons :-

- (a) To provide a new corporate planning and performance management framework for the Council.
- (b) To ensure effective arrangements for maintaining and improving Council performance, providing reassurance to inspecting bodies.

Murray Rose
Director of People

Background Papers

There are no background papers

Julian Kenshole : Extension 2071

S17 Crime and Disorder	The performance management framework includes indicators to measure the Council's contribution to community safety.
Health and Well Being	The performance management framework includes indicators to measure the Council's contribution to health and well-being.
Carbon Impact	The performance management framework includes indicators to measure the Council's contribution to carbon impact.
Diversity	The performance management framework includes indicators to measure the Council's contribution to diversity and community cohesion.
Wards Affected	All
Groups Affected	Whole population
Budget and Policy Framework	Corporate Plan will form part of the Council's policy framework
Key Decision	No
Urgent Decision	No
One Darlington: Perfectly Placed	The Corporate Plan is directly aligned to One Darlington; Perfectly Placed priorities.
Efficiency	The performance management framework includes indicators to measure the Council's contribution to efficiency

MAIN REPORT

Information and Analysis

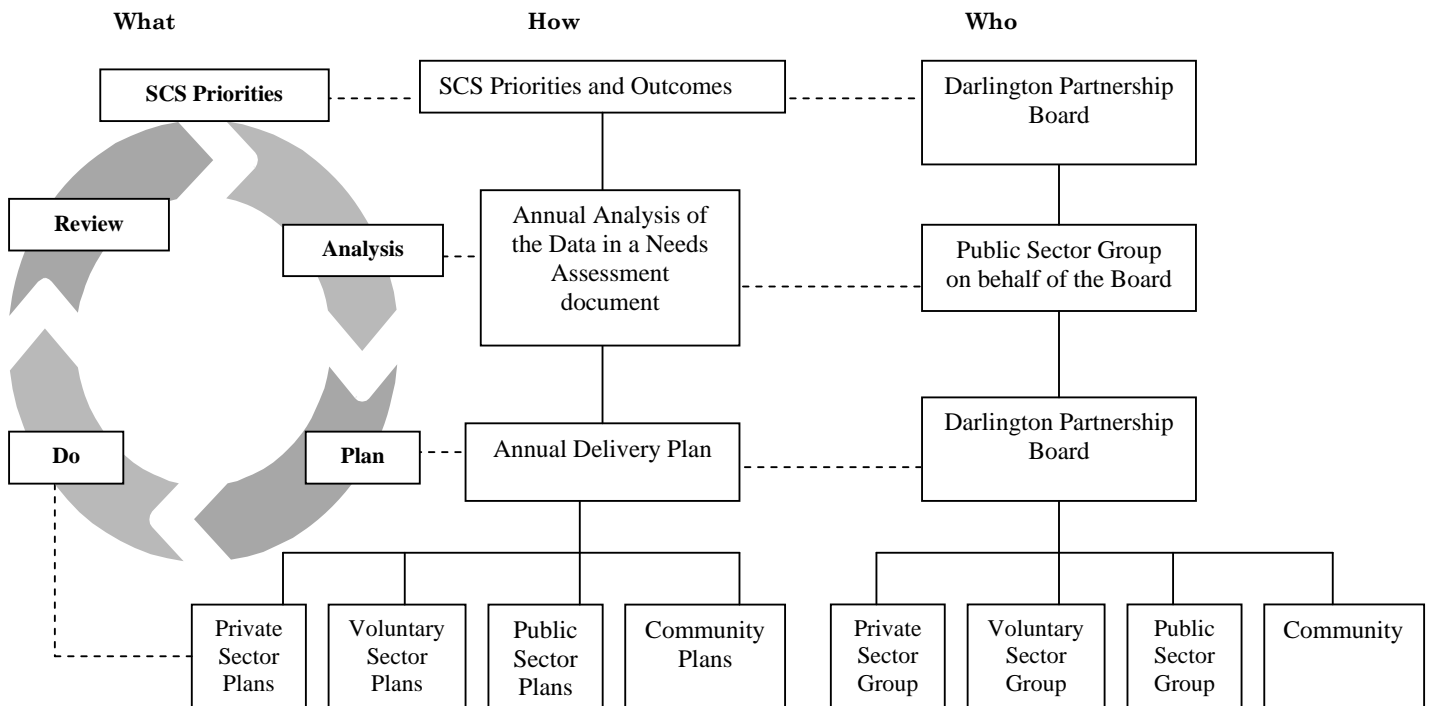
5. The previous financial year has been one of change and turbulence in terms of budget reductions, the introduction of new departmental and staff structures and a shift towards becoming a commissioning organisation. In addition, the election of a new Government has had a dramatic impact in terms of our existing planning and performance management framework. For twenty years national indicators for local authorities have existed in one form or another and local authorities have been required to incorporate these within their performance management framework (PMF). The National Indicator Set (including the requirement for the Place Survey) and some of the audit and inspection framework that supported it has now been abolished. A new framework of self-regulation and improvement is being promoted which focuses on the achievement of outcomes where local authorities are free to specify their own PMF and the indicators that measure those outcomes. The requirement for Local Strategic Partnerships to prepare and implement Local Area Agreements (from March 2011) to underpin the delivery of their Sustainable Community Strategies (SCS) has also abolished.
6. Some national prescription does however still exist and the Government has, for example, published a single data list and outcomes frameworks with supporting indicators for key policy areas including the NHS, Public Health and Adult Social Care; with an outcomes framework for Children and Young People expected later in the year. The Council and its partners through the new Health & Well-being Board will be required to produce a Health & Well-being Strategy with a sustained focus on outcomes. Recently published guidance (December 2011) encourages Health & Well-being Boards to align with 'other parts of the system that impact upon health, care and the wider determinants of health... including tackling worklessness, education, reducing crime and re-offending, improving housing and adult/child safeguarding when preparing their Joint Strategic Needs Assessment and Health & Well-being Strategies' and 'can contain priorities to inform other local authority and partnership strategies'. Opportunities therefore exist for us to streamline our planning processes by ensuring our existing SCS priorities are supported by a strategy for delivery which is sufficiently broad in its remit to encompass the requirements for the new Health & Well-being Strategy.
7. Corporate and service planning form critical components in the planning and delivery of our services and given the pace and scale of change driven by both national and internally generated imperatives it is important that they play a prominent role in directing and shaping services and maintaining a focus on outcomes and customer needs. The New Year offers the opportunity for consolidation and for us to refocus our planning, commissioning and service delivery processes on our two priorities **One Darlington: Perfectly Placed**.
8. This paper therefore proposes how our planning and performance management processes, both internally and through wider partnership arrangements, will be applied over the next 12 months.

Wider Public Sector Planning and Partnership Processes

9. Over the course of the last 12 months officers have been liaising with our key public sector partners to define ways of closer working and to better align our planning and commissioning processes. A series of workshops have been held and agreement has been made to:

- (a) Strengthen ownership/relevance of the existing SCS priorities - One Darlington: Perfectly Placed and the Single Needs Assessment (SNA) to partners and to the wider public.
- (b) Involve a wider group of partners in scoping the SNA (what data is gathered/looked at) and in the gap analysis.
- (c) Ensure the SNA includes the widest possible data set extended beyond health to encompass the wider determinants of well-being e.g. education, employment, housing, community safety, the environment etc.
- (d) Promote better understanding amongst public sector partners of the SNA and on how key issues are identified and how they should translate into area-wide and individual organisational planning processes.
- (e) Use the SNA as the primary reference point that public sector partners use in conjunction with other policy drivers (national policy/guidance) to inform area-wide/organisational priorities & commissioning intentions and ensure that these to consider encompass the wider determinants of health and well-being.
- (f) Increasingly align public sector planning processes to the planning and commissioning cycle to model illustrated below.

Planning for One Darlington: Perfectly Placed



One Darlington: Perfectly Placed Delivery Strategy

10. The diagram at **Appendix 1** describes the proposed structure of a new delivery strategy to underpin One Darlington: Perfectly Placed Delivery Strategy, its alignment to existing SCS priorities and outcomes and to other plans and strategies and commissioning processes.

11. The strategies and plans within the supporting Policy Framework will be determined by the significance of the contribution they make to the delivery of the One Darlington: Perfectly Place priorities, shared outcomes, priorities and commissioning intentions.

Corporate Plan

12. The focus of the Council's corporate planning has always been on the delivery of our SCS priorities and the development of a 'golden thread' which links these through the hierarchy of plans through to the delivery of services. The need to maintain this link is even more important as One Darlington: Perfectly Placed is at the heart of our new Business Model and will continue to shape our structure, service delivery priorities and spending and investment decisions.
13. The new Corporate Plan needs to be succinct and definitive in terms of establishing the links between our priorities, the outcomes we desire for our population, known needs (identified through the SNA and Customer Insight) and a limited but focussed set of imperatives for service delivery and/or commissioning intentions. **Appendix 2** seeks to articulate these relationships and provides a format for a new Corporate Plan restricted to a page in length.
14. Work was conducted earlier in the year to provide a clearer definition to One Darlington: Perfectly Placed priorities through an Outcome Based Accountability (OBA) exercise which sought to express the priorities in terms of outcomes. The outcomes which were subsequently adopted by the Darlington Partnership and which have been utilised for the purposes of Zero Based Service Planning were each allocated a set of population based outcome performance indicators to measure relative progress. These have been reviewed in light of the abolition of the National Indicator Set and the introduction of the Outcome Frameworks as outlined in Paragraph 6. A revised suite of Performance Indicators which will measure the Council's contribution to these high level outcomes and ultimately to the One Darlington: Perfectly Placed priorities are proposed at **Appendix 3**.
15. As referred to in paragraph 9 (f) above the Council has agreed with our public sector partners to align planning and commissioning processes. **Appendix 4** illustrates the alignment of the Council's own planning and commissioning cycle to that agreed with our partners. It also highlights core functions related to the cycle whilst the inset diagram describes the revised hierarchy of plans and illustrates the 'Golden Thread' feeding down from the One Darlington Perfectly Placed Delivery Strategy into our own Corporate Plan and down into service delivery plans/service specifications and ultimately individual Personal Development Reviews. The planning hierarchy has changed significantly from previous years in that it omits departmental service plans, which were viewed as unnecessary and acted as a barrier to corporate planning. It now more adequately reflects our transition to becoming a commissioning organisation.

Service Delivery Planning

16. Last year the service planning methodology was amended and introduced Outcome Based Accountability as a tool through which to maintain a focus on outcomes rather than on inputs/outputs. This year it is proposed that a streamline set of service plans and a new performance management framework be developed based on a revised suite of indicators relevant to locally determined outcomes and the needs of our customers. A new suite of service delivery plans is proposed within the table below:-

People Group
Children, Families And Learning
Development & Commissioning
Adult Social Care
Place Group
Policy & regeneration
Housing
Revenues & Benefits
Highways, Design & Projects
Community Services
Resources Group
Finance
Transformation
Resources
Human resources
Xentrall

Copies of each service delivery plan are attached at **Appendix 5**. Attached at **Appendix 6** is a summary of the performance measures attached to each service plan which will be used for the purposes of performance monitoring and reporting.

Performance Monitoring and Reporting

17. Performance management plays a vital part in the delivery of high quality services for local people. It enables leaders and managers of services to understand how actions impact on performance and outcomes and to identify areas for improvement.
18. Performance management strengthens accountability, by clarifying the outputs and outcomes that are achieved for the resources used. A good PMF helps Members and officers making key policy decisions to monitor how well residents are being served. The Government is promoting increased transparency in local government performance and encouraging residents to routinely access performance management information to hold local services to account.
19. Performance management takes place at many different levels within an organisation and is targeted at different audiences each with their own set of requirements – including at the team, service, departmental and corporate levels. In all cases, effective performance management requires:
 - (a) A clear and effectively communicated goal or set of priorities e.g. One Darlington, Perfectly Placed through the hierarchy of planning into individual staff PDRs and contract specifications.
 - (b) A plan for ensuring that the goal or priorities are met e.g. robust reporting timetable.
 - (c) Measures which can be used to assess if change has been achieved e.g. key measures of performance identified through OBA service planning.

- (d) Regular monitoring and reporting of progress against these measures e.g. robust monitoring by senior managers and Elected Members.
 - (e) A culture of constructive challenge in which senior managers can be held to account e.g. performance clinics and challenge from the Chief Executive, Directors, Assistant Directors and Heads of Service.
 - (f) Mechanisms for taking corrective action, if required e.g. robust monitoring of performance.
20. Performance monitoring reports must adequately meet the requirements of each reporting level and it is therefore recommended that regular monitoring reports are produced for the following:

- (a) Members – It is proposed that Cabinet monitoring reports be delivered following on a quarterly basis outlining performance against the full range key performance measures including financial information on an exception basis. Each Cabinet member will receive individual briefings using the same format as those used in the Chief Executive and Director clinics.

Scrutiny Committees will receive a presentation at the beginning of the Municipal Year to assist in shaping the work programme for the year. It will outline the performance measures for the areas covered by the relevant Scrutiny Committee and show the performance for that year end. This will include achievements of performance targets and those requiring management interventions. The agreed work programme will identify the required performance measures to be presented as part of the ongoing work of the Scrutiny Committee's agreed Work Programme. Other performance information will be produced that meets the requirements of each Scrutiny committee tailored to the requirements of their own work programmes.

- (b) Arrangements to monitor performance across the Council will be facilitated through quarterly clinics addressing key performance measures and financial information. The clinics will be held at Assistant Directors/Heads of Service, Director and Chief Executive level and will address key performance measures and providing reasons for variance and associated actions where necessary. Progress on remedial actions required will be reported to Cabinet Members in their individual briefings.

Outcome of Consultation

21. No community consultation has been undertaken in the preparation of this report.