

25 June 2013		ITEM: 6
Corporate Overview & Scrutiny Committee		
CORPORATE PRIORITIES DELIVERY PLAN AND CORPORATE SCORECARD 2013-14		
Report of: Cllr John Kent, Leader of the Council		
Wards and communities affected: All	Key Decision: No	
Accountable Head of Service: Steve Cox, Assistant Chief Executive;		
Accountable Director: Steve Cox, Assistant Chief Executive;		
This report is public		
Purpose of Report: To note the Delivery Plan and Corporate Scorecard for Year 1 of the Corporate Plan 2013-16		

EXECUTIVE SUMMARY

The Corporate Plan is the Council's strategic planning document which sets out the Council's vision, principles and five strategic priorities for the next three years. The Corporate Plan cascades the Community Strategy into the Council's corporate strategic planning process. The Corporate Plan was agreed at Cabinet on 13 February 2013 and at Council on 27th February 2013.

This report and associated appendices lays out the detail about what the Council is going to deliver in the first year and how it will monitor progress against those objectives and was agreed at Cabinet on 10th April 2013.

1. RECOMMENDATIONS:

That Corporate Overview and Scrutiny Committee:

- 1.1 Note the Year 1 Corporate Deliverables as detailed in Appendix 1**
- 1.2 Note the elements within the Corporate Scorecard which will be monitored during 2013-14 and their targets as detailed in Appendix 2**
- 1.3 Note the approach to monitoring the progress against the Corporate Priorities and objectives as set out in paragraph 3.10**

2. INTRODUCTION AND BACKGROUND:

2.1 The Corporate Plan is a three year strategic plan, updated annually and was approved at Cabinet and Council in February 2013. The Corporate Plan is the Council's core strategic planning document which outlines the Council's vision, principles and strategic priorities.

2.2 The vision Thurrock is set out in the Community Strategy:

Thurrock: A place of opportunity, enterprise and excellence,
where individuals, communities and businesses flourish

Within this there are five strategic priorities:

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect to create safer communities
- **Improve** health and well-being
- **Protect** and promote our clean and green environment

2.3 These five priorities are further defined by three related corporate objectives, which translate into service plans and other specialist strategic documents and plans.

2.4 The Corporate Plan is supported by a Delivery Plan (Appendix 1) and a Corporate Scorecard (Appendix 2) which were agreed at Cabinet on 10th April 2013.

2.5 The Corporate Scorecard 2013-14 will be the main form of monitoring the key performance indicators and the delivery of the Year 1 key deliverables will be monitored through a mid-year dashboard report.

3. ISSUES, OPTIONS AND ANALYSIS OF OPTIONS:

3.1 Corporate Scorecard (Appendix 2)

The Corporate Scorecard is the mechanism by which the council monitors its performance against the Corporate Plan, Medium Term Financial Strategy (MTFS) and Organisational Development Plan. The Key Performance Indicators (KPIs) have been identified by Heads of Service as those which they feel are the best measures to judge the delivery of key corporate policy & strategic issues in 2013-14.

3.2 How the corporate scorecard indicators have been developed

When refreshing the Corporate Plan 2013-14 (approved at Cabinet on 13th February 2013) each Head of Service was asked to identify which indicators, within their own service scorecards, were the most appropriate measures of success to deliver corporate plan objectives in 2013-14. The relationship between corporate scorecard indicators and the relevant corporate priority and objective is shown at Appendix 2.

3.3 The proposed indicators measure areas of performance that could impact on the council's reputation, address areas of current known under performance, and address critical priority issues and areas of potential risk.

3.4 All those indicators put forward were then critiqued by special meetings of the Performance Board – a cross council working group of performance specialists representing all services. Performance Board considered the rationale as to why each indicator should be included in the scorecard.

3.5 How the corporate scorecard targets have been set

When determining the targets, Performance Board took into account a number of different factors. These include:

- our current performance or baseline;
- historical data trends;
- how we compare against other authorities/sectors/providers
- whether the service is being co-delivered by partners;
- the existence of any national, regional or industry minimum standards/targets;
- new budgetary pressures;
- any risks or opportunities on the horizon which might affect the impact or likelihood of achieving the desired outcome.

3.6 In some cases the targets will be “profiled” during the year. This means that the year-end target and the targets during the year may differ. Some measures are subject to seasonal fluctuations – for example, composting rates always dip significantly during winter months, as garden waste is so low.

3.7 The targets in Appendix 2 have been set based on provisional outturns for 2012-13. Therefore, once these outturns have been audited and confirmed, where the final outturn is significantly different to the provisional outturn it may be necessary to amend the target to reflect this. Where this is the case this will be confirmed in the next available Cabinet Monthly Corporate Performance Report.

3.8 The Delivery Plan (Appendix 1)

The Council's Corporate Plan 2013-16 identifies the priority outcomes and actions for the next three years against the five Community Strategy priorities. This delivery document identifies the key deliverables (actions) that will be taken during 2013-14 (Year 1) to support the delivery of these ambitions. It should, however, be recognised that the delivery plan does not attempt to map out all the services (both statutory and non-statutory) which the Council delivers. The detail for this can be found in individual service plans.

3.9 How the Delivery Plan has been developed

Each Head of Service identified the key activities, within their own service areas, which were planned for 2013-14, which will enable the Council and our partners to meet the aims and objectives of the Community Strategy/

Corporate Plan by 2016. The relationship between the Delivery Plan and the relevant corporate priority and objective is shown at Appendix 1.

3.10 Monitoring Delivery and Reporting Performance

The Corporate Scorecard will be reported to Cabinet on a monthly basis and to Corporate Overview and Scrutiny every quarter. This will follow challenge and scrutiny at officer-level through the Performance Board and Directors Board.

In addition to this KPI based report, a new “mid-year” format of report was proposed and agreed by Cabinet, which will take a holistic look at progress against each corporate objective. This report will combine the corporate scorecard KPIS, Strategic/Corporate Risks and Opportunities, and the related deliverables/actions/projects as outlined in the Delivery Plan.

This new format is recognising that the main monitoring method for the Corporate Plan is the corporate scorecard, which with approximately 50 pieces of data, cannot possibly cover all the work and progress that the council and our partners are making.

This mid-year progress report will replace the usual Month 6 Corporate Performance Report and will be presented to Cabinet in December 2013 and Corporate Overview and Scrutiny in January 2014.

4. REASONS FOR RECOMMENDATION:

- 4.1 As a lead partner in the delivery of the Community Strategy, it is vital that the Council is clear about how it will meet its obligations and transparent about how it is progressing. This Corporate Plan/MTFS sets out the Council’s strategic objectives for the next three years and how it will achieve those objectives. The Delivery Plan and Corporate Scorecard detail the key aims and targets in Year 1.

5. CONSULTATION (including Overview and Scrutiny, if applicable)

- 5.1 This plan has been consulted upon widely amongst officers within the Council.
- 5.2 In addition, the Community Strategy, from which the high level priorities and objectives have been taken, was consulted upon extensively with members, local residents, local businesses, voluntary sector and faith partners.

6. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

- 6.1 The Corporate Plan and MTFS sets out the strategic direction of the Council, and how it contributes to the delivery of the Community Strategy. In addition, it also addresses how the Council will meet the financial challenges in delivering the priorities. These documents set out how the Council will monitor the performance against those objectives in Year 1.

7. IMPLICATIONS

7.1 Financial

Implications verified by: **Mike Jones**
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mxjones@thurrock.gov.uk

The Medium Term Financial Strategy provides the Council's financial detail. The Corporate Scorecard includes some key financial indicators which will be monitored throughout the year to ensure the Council is working in line with the MTFS.

7.2 Legal

Implications verified by: **David Lawson**
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dlawson@thurrock.gov.uk

There are no direct legal implications arising from this report but such medium term planning will contribute to good corporate and financial governance as well as the prudent management of risk by the authority. The Corporate Scorecard will be monitored monthly at Cabinet and as such, during the year, if any legal implications arise from individual performance indicators, this will be monitored as appropriate at the time.

7.3 Diversity and Equality

Implications verified by: **Billy Masters**
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bmasters@thurrock.gov.uk

The Corporate Plan includes high level objectives to ensure that the Council is addressing issues related to diversity and equality. The five strategic priorities are all relevant to the Council's statutory obligations relating to diversity and equality. The Corporate Scorecard contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults, volunteering. etc.

7.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

There are no other relevant implications.

BACKGROUND PAPERS USED IN PREPARING THIS REPORT (include their location and identify whether any are exempt or protected by copyright):

- Thurrock Community Strategy - http://www.thurrock.gov.uk/i-know/content.php?page=community_strategy
- Corporate Plan and Medium Term Financial Strategy 2013-16
<http://democracy.thurrock.gov.uk/thurrock/MeetingsCalendar/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1541/Committee/368/Default.aspx>

APPENDICES TO THIS REPORT:

- Appendix 1 - Year 1 Delivery Plan 2013-14
- Appendix 2 - Corporate Scorecard 2013-14

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