

 EXECUTIVE 5th April 2018		Agenda Item No. 5
Title	Service Area Plans for 2018/19 & Annual Performance Reports for 2017/18	
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive meeting 5 th April 2017	
Background Papers	See above	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes 922
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	19 th March 2018	Chris Elliott
CMT	19 th March 2018	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	19 th March 2018	Mike Snow
Monitoring Officer	19 th March 2018	Author
Portfolio Holder(s)	19 th March 2018	All
Consultation & Community Engagement		
Final Decision?	Yes	

1 SUMMARY

- 1.1 The report covers a number of areas:
- Approval of the Council's Service Area Plans for 2018/19;
 - Reporting of performance against Service Area Plans for 2017/18;
 - An update on officers' approach to performance management.

2 RECOMMENDATIONS

- 2.1 That Executive agrees the Service Area Plans (SAP) at appendices A-G as the Council's programme of work for the financial year 2018/19.
- 2.2 That Executive notes the respective Service Area's Annual Performance Reports at Appendices H to O making any comments it considers appropriate.
- 2.3 That Executive notes the position in respect of performance monitoring and reporting.

3 REASONS FOR THE RECOMMENDATIONS

3.1 Recommendation 2.1

- 3.11 The Council has seven Service Areas - Chief Executive's Office; Cultural Services; Development Services; Finance; Health & Community Protection; Housing Services; and Neighbourhood Services - each of which, following consultation with the respective Portfolio Holders, produces an annual SAP. The SAP comprises five parts:

- Part 1 - Purpose of the Services Provided
- Part 2 - Managing Service Delivery
- Part 3 - Managing and Improving People
- Part 4 - Budget (Main budgetary pressures and changes)
- Part 5 - Managing Planned Changes, Major Work-streams and Projects

- 3.12 The individual plans seek to describe a Service Area's scope of services and projects, and how delivery will be managed through the respective Service Area's resources. In aggregate the SAP's are the programme of work for the Council for the financial year in question.

- 3.13 Executive is asked to agree the SAP's at Appendices A-G, noting that performance is reported to Overview & Scrutiny Committee on a rolling basis and to Executive at the end of the municipal year.

3.2 Recommendation 2.2

- 3.21 Following Executive's agreement of the SAP's each year, Service Heads use them as a tool to manage performance. They are also used as the catalyst of discussion between individual Portfolio Holders and Service Heads, as well as giving Overview & Scrutiny Committee (O&S) the opportunity to question the Portfolio Holders on their performance against their respective Plans on a rolling basis. At Appendices H to O an annual performance report is provided for each of the Service Areas. Executive is encouraged to identify any issues that it considers pertinent.

3.3 Recommendation 2.3

- 3.31 Historically the Council had used a very comprehensive performance management framework to manage and report upon service delivery. Following the change of Government in 2010, Councils were encouraged to take a more streamlined approach. This Council embraced the new attitude dispensing with target-based approach to performance and instead using *measures* (not aiming for a specific output but seeking to continually improve) to understand and manage performance.
- 3.32 In tandem with this new approach the practice of presenting Councillors with a myriad of performance figures also ended and instead, Heads of Service were encouraged to use narrative performance reports to describe to Councillors how their respective Service Areas were performing. It is officers' view that this has been successful in helping Councillors get a good understanding of how a Service is performing without getting bogged-down with why a particular target has not been achieved.
- 3.33 However, as reported to Executive in April 2017, it was senior officers' view that to enable service issues to be addressed more readily then performance information needed to be available in a more timely fashion and that extra resource was necessary to gather and interpret this information. Following preliminary discussions with Warwickshire County Council it was envisaged that their automated approach to performance reporting could be replicated at this Council. A project therefore commenced involving both Council's ICT teams.
- 3.34 As this Council's ICT team started to understand the County's approach it became clear that it would be possible to deliver a solution in-house via the use of Microsoft's sharepoint product. Working with Neighbourhood Services Service Area, a performance reporting model has been developed that has been endorsed by the Council's Senior Management Team which will now be rolled-out on a Service Area-by-Service Area basis over the next 12 months. As the programme rolls out, Councillors will be advised how they can view the performance information. This approach has enabled the funding that was provided for the initiative totalling £60,000 to be returned to the Service Transformation Reserve (STR).

4 POLICY FRAMEWORK

4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. Amongst other things, the FFF Strategy contains Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The Council's SAP's are the programme of work fundamental to the delivery of the strands described in the table below.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money

5 BUDGETARY FRAMEWORK

- 5.1 Executive's approval of the SAP's will enable work to continue of the Council's Fit For the Future Change Programme which has the aim of making significant savings/ increasing income whilst at the same time maintaining or improving the breadth and quality of Council services.
- 5.2 The STR will be increased by £60k with the return of the previously allocated funding.

6 RISKS

- 6.1 This report relates to all aspects of Council Service delivery. The Council has a strong risk governance framework in place from the Significant Business Risk Register through to the individual Service Risk Registers and on to day-to-day risk assessments. Individual projects have their own Issues and Risk logs and there is regular reporting either to Project Boards and/or Executive.
- 6.2 The experience of the last 6 years for local government is that the funding situation gets worse than anticipated. There is therefore a risk that even though there is a plan for delivering savings/ increased income, more is required. It is therefore prudent to put plans in place which deliver savings/ increased income in excess of the current known requirement. Officers will be reporting to

Executive in June 2018 with proposals for the next stage of the FFF Change Programme wherein further savings/ income generating initiatives will be recommended.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 No alternative options to the recommendations in this report have been considered.