

 EXECUTIVE 5th April 2017		Agenda Item No. 7
Title	Service Area Plans for 2017/18 & Annual Performance Reports for 2016/17	
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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 2 nd June 2016	
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 (Ref 837)
Equality & Sustainability Impact Assessment Undertaken	No
Not applicable.	

Officer/Councillor Approval	Date	Name
Chief Executive	14 th March 2017	Chris Elliott
CMT	14 th March 2017	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	14 th March 2017	Mike Snow
Monitoring Officer	2 nd March 2017	Author
Portfolio Holder(s)	20 th March 2017	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 2017/18;
- Reporting of performance against Service Area Plans for 2016/17;
- Requesting additional resources to enable the Council to better manage and report on performance.

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 2017/18.

2.2 That Executive notes the respective Service Area's Annual Performance Reports at Appendices H to N making any comments it considers appropriate.

2.3 That Executive agrees to the release of £60k from the Service Transformation Reserve (STR) to enable officers to procure or recruit resource to improve the Council's performance management arrangements.

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' 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 N 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 A consequence of this new approach and the need to make significant savings was that most of the back-office officer resource to gather, monitor and report on performance across the organisation disappeared. It is senior officers' view that to enable service issues to be addressed more readily then performance information needs to be available in a more timely fashion and that extra resource is necessary to gather and interpret this information. There is already a significant amount of information in circulation covering areas such as governance, services, assets (people, money, property, ICT), projects, and customers but this needs to be considered in a joined-up fashion.
- 3.34 There are a number of ways this resource could be brought into the organisation namely direct recruitment, procurement of professional services or shared services with another organisation for example and it is officers' intention to fully explore the options should the necessary resource be approved. It is anticipated that a budget of up to £60k over two years should be sufficient.

4 POLICY FRAMEWORK

- 4.1 The Council's Sustainable Community Strategy (SCS) has five thematic priorities and three cross-cutting priorities areas. The recommendations in this report are consistent with the strategy as they ask Members to agree a programme of work which to a greater or lesser degree touches on all areas of the strategy.
- 4.2 Underpinning the SCS is the Council's Fit For the Future (FFF) Change Programme which consists of three strands:

Service - Delivering customer focused services by: using customer measures, helping to build trust, continuously improving, understanding our customers, and using systems thinking.

People – Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular.

Money – Managing the resources appropriately to balance our budget, ensuring our assets work for us, ensuring our town centres are vibrant and create solutions to increase our revenue.

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 currently stands at £214k. Should the release of £60k be approved this will reduce the Reserve to £154k. There are no further demands currently anticipated on this Reserve but it is robust enough to furnish most reasonable requests.

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 2017 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.