

<b>Meeting of:</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>Date of Meeting:</b>	<b>3 JULY 2023</b>
<b>Report Title:</b>	<b>CORPORATE PLAN DELIVERY PLAN 2023-24 AND PERFORMANCE FRAMEWORK</b>
<b>Report Owner / Corporate Director:</b>	<b>CHIEF OFFICER – LEGAL AND REGULATORY SERVICES, HR AND CORPORATE POLICY</b>
<b>Responsible Officer:</b>	<b>ALEX RAWLIN POLICY AND PUBLIC AFFAIRS MANAGER</b>
<b>Policy Framework and Procedure Rules:</b>	<b>Council priorities in the Corporate Plan and Delivery Plan inform Service Plans which form part of the Policy Framework. The Performance Framework forms part of the Policy Framework.</b>
<b>Executive Summary:</b>	<ul style="list-style-type: none"> <li>• <b>The report proposes a new one-year Delivery Plan to monitor progress against the Corporate Plan.</b></li> <li>• <b>The Delivery Plan addresses criticisms posed by self-assessment 2022, Audit Wales’ review of performance management and internal audit findings from a PI audit</b></li> <li>• <b>The main changes include:</b> <ul style="list-style-type: none"> <li>○ <b>Having the 7 well-being objectives comprehensively reflected by 44 aims, 101 commitments and 98 Performance Indicators (PIs)</b></li> <li>○ <b>Having clear and agreed aims to provide detail underneath each well-being objective and help us effectively monitor progress and performance</b></li> <li>○ <b>Having performance indicators that more effectively measure whether the Council is achieving its aims, better focused on outputs and outcomes, that can be benchmarked over time and with others</b></li> </ul> </li> <li>• <b>The report also seeks supports from Corporate Overview and Scrutiny Committee (COSC) for consideration of more radical change in the longer term focused on -</b> <ul style="list-style-type: none"> <li>○ <b>Objectives and Key Results</b></li> <li>○ <b>Use of service use perspectives</b></li> </ul> </li> <li>• <b>A new draft performance framework is also proposed</b></li> </ul>

## 1. Purpose of Report

- 1.1 The purpose of this report is to propose a one-year Corporate Plan Delivery Plan (CPDP) to support the Council's new Corporate Plan and an updated Corporate Performance Framework to help us measure progress on it.

## 2 Background

- 2.1 On 1 March 2023 Council agreed the Corporate Plan 2023-28 and the proposal to develop a one-year Corporate Plan Delivery Plan to help us monitor our progress against it.

- 2.2 On 6 March 2023 Corporate Management Board (CMB) agreed a proposed approach and timeline to the development of the first annual delivery plan.

- 2.3 The approach was developed to address many of the performance management issues identified by the Council's 2021/22 Self-Assessment and the Audit Wales review of performance management, through the use of the below criteria in the development process -

- Well-being objectives should be comprehensively reflected by aims, commitments and Performance Indicators (PIs)
- Aims should be clearly defined and agreed
- Each aim should be supported by an appropriate balance of commitments (projects) and PIs (largely business as usual)
- Ensure commitments are clear and outcome focussed and able to be reported via blue, red, yellow, amber and green (BRAYG) ratings quarterly (avoiding commentary like 'work ongoing' or 'working with partners continues' every quarter).
- Performance indicators should –
  - be limited in number and not exceed 100. Additional PIs can be included in Directorate / Service Plans.
  - measure whether we are achieving our aims not simply whether we are delivering our commitments
  - balance the measurement of inputs, outputs and outcomes
  - avoid over representation of annual measures (and avoid large numbers of PIs with significant data lags or where we are not the data holders / collating body)
  - Be able to be compared over time and with other areas where possible
  - All PIs should be SMART (specific, measurable, achievable, realistic and time bound)
  - All PIs must have a target; we must move away from targets that state 'benchmarking'
- Reporting should focus on data accuracy and validation, with clear and agreed PI calculation methods and verification processes

- 2.4 The approach was also considered by Elected Members at an all-member briefing on 15 May 2023 which focused on -

- Moving towards an approach like 'Objectives and Key Results'
- Developing performance measures the public care about
- Improving our approach to performance management

- 2.5 Following agreement of the approach, Directorate Management Teams (DMTs) were convened through March and April to develop and propose PIs for the Corporate Plan Delivery Plan. In doing this, they reviewed the research and PI examples provided and the new principles and criteria set out.
- 2.6 Once the proposed list of PIs was developed by DMTs, a moderation exercise was undertaken at the CMB and Heads of Service quarterly meeting on 20 April 2023. At this meeting, the group reviewed the PIs holistically, assessed whether they meet the criteria agreed, whether directorates have been relatively consistent in their approaches, and considered how to reduce any duplication and fill any gaps.
- 2.7 Proposed improvements to performance management arrangements also included the development of a Performance Framework.

### 3. Current situation / proposal

- 3.1 Additional work has been undertaken by the Corporate Performance Team, Directorate performance and business support staff, Heads of Service and CMB to finalise the draft Corporate Delivery Plan 2023/24 included in **Appendix 1**.
- 3.2 In terms of compliance with the criteria set out in March, the draft Corporate Delivery Plan 2023/24 –
- Has 7 well-being objectives that are now comprehensively reflected by 44 aims, 101 commitments and 98 Performance Indicators
  - Has clear and agreed aims to provide detail underneath each well-being objective and help us effectively monitor progress and performance
  - Has performance indicators that –
    - More effectively measure whether we are achieving our aims not simply whether we are delivering our commitments
    - Are better focused on outputs and outcomes although there are still numerous input and process measures
    - Appropriately balance annual and quarterly measures
    - Can be benchmarked over time and with others in many cases
- 3.3 Once agreed, the Corporate Performance team, Directorate performance and business support staff will commence work to develop and agree baselines, consider comparator data (both trend data and comparison with other areas if available), set SMART targets and complete data validation forms for each PI over the summer period, to be completed by the end of August. The proposed data calculation and validation forms will improve data quality and accuracy and are similar to Public Accountability Measure guidance forms that were in use until 2021.

- 3.4 Following earlier discussions with COSC, it is proposed that the Corporate Performance Team works with the Committee throughout 2023/24 to consider more radical changes to performance management, including further moves towards Objectives and Key Results, and further improving our approach to performance management, particularly public satisfaction, and success measures.
- 3.5 Over the summer, any changes that are required to the structure of the Performance Management System (PMS) will need to be assessed and developed for implementation after the system is rolled forward in July 2023.
- 3.6 A newly developed, proposed performance framework for BCBC is included in **Appendix 2**. It has been developed in tandem with the CPDP, based on the Council's previous performance framework for continuity and comparability, but updated using a simple, plain English report by Denbighshire Council, recently tested at an all-Member briefing. It sets out –
- Why performance is important
  - How performance is managed in BCBC
  - Clarity about R, A, Y, G ratings
  - Timetable of performance management
  - Roles and responsibilities in performance management

#### **4. Equality implications (including Socio-economic Duty and Welsh Language)**

- 4.1 The protected characteristics identified within the Equality Act, Socio-economic Duty and the impact on the use of the Welsh Language have been considered in the preparation of this report. As a public body in Wales the Council must consider the impact of strategic decisions, such as the development or the review of policies, strategies, services and functions. It is considered that there will be no significant or unacceptable equality impacts as a result of this report.

#### **5. Well-being of Future Generations implications and connection to Corporate Well-being Objectives**

- 5.1 This report proposes an approach to measure progress against the following corporate well-being objectives under the Well-being of Future Generations (Wales) Act 2015 that form part of the Council's Corporate Plan 2023-28:-
1. A county borough where we protect our most vulnerable
  2. A County Borough with fair work, skilled, high-quality jobs and thriving towns
  3. A County Borough with thriving valleys communities
  4. A County Borough where we help people meet their potential
  5. A County Borough that is responding to the climate and nature emergency
  6. A County Borough where people feel valued, heard and part of their community
  7. A County Borough where we support people to live healthy and happy lives

5.2 The 5 ways of working set out in the Well-being of Future Generations (Wales) Act have also contributed to the Council developing its own five ways of working. The ways of driving and measuring those ways of working is also contained in the Corporate Plan Delivery Plan.

## **6. Climate Change Implications**

6.1 There are no specific implications of this report on climate change. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including climate change.

## **7. Safeguarding and Corporate Parent Implications**

7.1 There are no specific implications of this report on safeguarding or corporate parenting. However, the Delivery Plan proposes measures and targets to help us assess the Council's performance on areas including safeguarding and corporate parenting

## **8. Financial Implications**

8.1 There are no financial implications associated with these arrangements. Council agreed the budget for 2023/24 in March 2023 and that the CPDP will be achieved within that budget

## **9. Recommendations**

9.1 The Corporate Overview and Scrutiny Committee is recommended to: -

- Consider the first draft Corporate Plan Delivery Plan 2023/24 in **Appendix 1**
- Note the proposal for additional work with the Corporate Performance Team to inform the Year 2 Delivery Plan
- Consider the updated Corporate Performance Framework in **Appendix 2** and how best to use the document across the Council.

## **Background documents**

None.