

**GROWING SUCCESS: A CORPORATE PLAN
(Report by the Chief Officers Management Team)**

1. INTRODUCTION

- 1.1 In 2004 the Council adopted a new corporate plan – “Growing Success”. The purpose of this report is to enable Members to review the plan in relation to the continuing development of the Council's comprehensive performance management framework and prioritisation of objectives; to assess performance, where data is available, in the achievement of a range of outcomes; and to set targets for the forthcoming year.

2. BACKGROUND

- 2.1 In April 2004 the Council adopted a new corporate plan, which built on considerable work by both the Overview & Scrutiny Panels and the Cabinet around the Council's priorities and the implementation of a comprehensive performance management framework. The plan is a key part of the Council's policy framework which –

- supports the Community Strategy and through this, wider regional and national objectives;
- provides the context within which the comprehensive performance management framework will operate;
- helps in our prioritisation and sets direction for other processes, such as the medium term plan and service reviews; and
- integrates improvement planning with the Council's overall business planning.

- 2.2 The aims and outcomes of the plan have played a major part in the service planning process. They will continue to be used to develop and revise corporate strategies and service plans and to be reflected in the key performance areas of employees.

- 2.3 In previous years the Council has been required also to publish a Best Value Performance Plan, which replicated much of the information in “Growing Success”. As an excellent authority, the Council is in a position to take advantage of “freedoms and flexibilities” concerning the publication of Best Value Performance Plans and the information that is still required to be published has been incorporated into the plan. This includes the outturn data and future targets for the Best Value Performance Indicators (BVPIs).

- 2.4 Following the Comprehensive Performance Assessment, the Council adopted an improvement plan, which has been included in the Growing Success. This high-level improvement plan identifies areas that have been earmarked for development and some of the key activities that will be required to secure improvement. Each topic is supported by a specific action or project plan.
- 2.5 The delivery of the improvement plan is the subject of a study by the Overview & Scrutiny Panel (Service Delivery & Resources), which has established a Member Sub-Group for this purpose. The Sub-Group have met with the Council's "Relationship Manager" appointed by the Audit Commission who has confirmed that the improvement plan identifies all the development areas earmarked as part of the CPA process, together with other issues to address the likely requirements of future assessments. The Sub-Group are examining the individual action plans that support the overall improvement plan. Progress in the achievement of the improvement plan will be monitored through the Council's comprehensive performance management framework.
- 2.6 During the last year work has continued to develop the Council's corporate performance management framework, particularly in the area of prioritisation. The Council's six key priorities have been assessed and categorised as high, medium and low in accordance with perceived current needs. It is envisaged that the categorisations will change over time in the light of the achievements made against the priorities and in relation to the needs of the area generally. The impact of Council services on these priorities has also been assessed and ranked similarly as high, medium or low. Combined with the classification of the six priorities, the two exercises provide an important aid to service planning, service review and the allocation of resources. A similar exercise is scheduled to be conducted in relation to the outcomes identified in both the process and learn and grow perspectives of the corporate plan.
- 2.7 The "scorecard" appended to the plan provides the results of performance (where available) and is shown against the targets set for the last year. Many of the performance measures have been collected from the annual survey – a summary of which is enclosed with the agenda. As Members will be aware, the introduction of the framework and process with the attendant need to identify targets and set measures for their attainment has been a significant and innovatory piece of work for the Council. In some cases baseline information was incomplete or simply unavailable and revised targets have, therefore, been suggested where performance data or additional information since has become available. In some areas data is still not yet available, either because it is in the course of collection – such as from a staff survey, which is being commissioned – or because work is still underway to develop the systems and criteria against which performance will be measured.
- 2.8 The Overview & Scrutiny Panels and the Cabinet now will receive quarterly reports on performance against targets in the plan and other indicators. Monitoring will focus on interim or "leading" measures, which are intended to provide assurance that performance


at the end of the year will meet the targets set or highlight the need for remedial action in the meantime.

3. RECOMMENDATIONS

3.1 Members are invited to —

- review the performance data for 2004/05 and revised targets for 2005/06; and
- recommend to Council the adoption of the updated corporate plan – “Growing Success”.

BACKGROUND INFORMATION

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