

Report to: **Hub Committee**
Date: **29 January 2019**
Title: **Corporate Strategy Key Performance Indicators**
Portfolio Area: **Resources and Performance**
Wards Affected: **All Wards**
Relevant Scrutiny Committee: **Overview and Scrutiny Committee**

Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken:
(e.g. referral on of recommendation or implementation of substantive decision) **Following the expiry of the Overview and Scrutiny Call-in period**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: Nadine.Trout@swdevon.gov.uk

RECOMMENDATION

That the Committee endorse the proposed actions as detailed in section 5 of this report.

1. Executive summary

1.1 This report is presented by the portfolio holder for Resources and Performance and details progress made to date in developing key performance indicators.

1.2 The report also includes recommended next steps to improve Corporate Strategy reporting.

2. Background

2.1 In May 2018 Council adopted a new Corporate Strategy including a core purpose, guiding principles and six high level themes to guide Council delivery over the next 5 years, see Appendix A.

2.2 Throughout the summer of 2018 the Corporate Strategy themes were promoted to local residents via roadshows and an online engagement portal where residents were encouraged to share their views. Responses were varied but common responses focused on the need for truly affordable local housing, the need for car parking in new developments and the importance of keeping the Borough clean and tidy.

- 2.3 Overview and Scrutiny Committee on 4 October 2018 agreed to the formation of a Corporate Strategy KPI Task and Finish Group comprising Councillors Cheadle, Moody and Pearce. On 7 November 2018 the Task and Finish Group met to discuss potential KPIs, the session was chaired by Cllr Edmonds in his capacity as Resources and Performance portfolio holder with COP leaders in attendance.
- 2.4 A Local Government Association (LGA) Corporate Peer Review visit took place 27-30 November 2018. A key element of the Peer Review being to provide feedback on the Council's understanding of local context and priority setting.
- 2.5 The Overview and Scrutiny Committee considered a version of this report at its meeting on 15 January 2019 and was supportive of the recommendation. However, Members did emphasise the importance of managing expectations and felt that this should commence at the Workshop on Tuesday, 5 February 2019.

3 Outcomes/outputs

- 3.1 The Task and Finish Group identified a set of key performance indicators, see Appendix B.
- 3.2 The Peer Review recognised work on the Corporate Strategy to date but suggested the Council needed to set a powerful vision for the next 5-10 years, and develop clearer strategies aligned to each Corporate theme.

4 Options available and consideration of risk

- 4.1 Do nothing option
The Council could chose to disregard the initial findings of the Peer Review. However, in doing so the Council would be failing to act on valuable feedback and a chance to hone and improve Council strategy and performance.
- 4.2 Take action option
By setting steps as detailed in section 5 the Council is proactively responding to Peer Review feedback and more importantly creating clear strategies in line with each corporate theme. It is therefore deemed appropriate to pursue this option.

5. Proposed Way Forward

- 5.1 It is recognised the KPIs in Appendix B are a good starting point, can help inform the 2018/19 Annual Report, and are useful for officers and Members to check operational performance at any given time and track performance trends. However, more work is needed to articulate desired outcomes for our communities under each of the corporate strategic themes so that Members can scrutinise how well the Council is meeting its objectives for our communities.

- 5.2 It is therefore suggested officers develop each of the corporate themes by pulling together a comprehensive audit per theme encompassing the following for Spring 2019:
- a) Evidence
 - b) Service offering
 - c) Policies
 - d) Projects and action plans
 - e) Stakeholders and Partners
 - f) Lead officers and Members
 - g) Objectives and Outcomes
- 5.3 Once officers have completed this initial data gathering exercise it is suggested Members and residents are canvassed for their views via targeted focus groups.
- 5.4 A clear set of strategies per theme could then be drafted and presented to Council at the beginning of the new political term and form an integral part of the Member induction process.
- 5.5 From June 2019 onwards Overview and Scrutiny focus on one of the corporate themes each meeting and look in depth at how the Council is performing against the objectives and outcomes set out in the strategy. It is suggested scrutiny of each theme would not be limited to only performance statistics; but also feedback from customers and stakeholders and updates from relevant portfolio leads including upcoming service improvements.
- 5.6 Adopting the above approach would negate the need for ad hoc reports being presented to Overview and Scrutiny Committee and quarterly monitoring reports covering all services. Instead reports would be collated and presented by corporate theme and in doing so would be set in context and provide a more thorough overview of each theme.
- 5.7 Operational performance indicators, including those listed in Appendix B, will continue to be published on the Council's performance management system which is accessible to all Members who may review any of the indicators at any time.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Committee have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Hub and Council. A version of this report was presented to the

		Overview and Scrutiny Committee meeting on 15 January 2019.
Financial	Y	There are no financial implication as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon Peer Review feedback could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

APPENDICES

Appendix A – West Devon Corporate Strategy

Appendix B – Corporate Strategy KPIs