

**Open Report on behalf of James Drury, Executive Director - Commercial**

Report to:	<b>Executive</b>
Date:	<b>06 October 2020</b>
Subject:	<b>Corporate Plan Performance Framework</b>
Decision Reference:	<b>I020747</b>
Key decision?	<b>No</b>

**Summary:**

This report presents the Corporate Plan Performance Framework and seeks approval for the framework. Performance reporting will commence against the framework and replace the Council Business Plan performance reporting.

**Recommendation(s):**

That the Executive considers and approves the Corporate Plan Performance Framework, as set out in Appendices A, B and C to this report.

**Alternatives Considered:**

No alternatives have been considered to the recommendation as it reflects the Corporate Plan Success Framework approved by Executive on 5 May 2020.

**Reasons for Recommendation:**

To provide the Executive with information about the Corporate Plan Performance Framework. The Performance Framework will allow corporate reporting of performance to the Executive, Overview and Scrutiny Management Board and scrutiny committees.

**1.1 Background**

- 1.1.1 Following on from the approval of the new Corporate Plan (CP) by Council on 11 December 2019, on the 5 May 2020 Executive also approved the CP Success Framework 2020-23.

1.1.2 The Framework contains performance indicators (PIs) and key activities against which performance/progress will be reported in order to demonstrate whether the Council is achieving the four ambitions for Lincolnshire as set out in the CP.

1.1.3 The four ambitions are:

- High aspirations;
- The opportunity to enjoy life to the full;
- Thriving environments;
- Good-value council services.

1.1.4 The Executive also approved a revision to the Council's Performance Framework and requested a report to follow which outlines this. The proposal is that the framework consists of:

- CP PIs and activities (as outlined in 1.1.2 above) which are reported quarterly to the Executive and OSMB – Tier 1; and
- Service level PIs (consisting of relevant historic Council Business Plan (CBP) measures which are not in the CP) reported to Scrutiny Committees quarterly by exception – Tier 2.

1.1.5 A diagram summarising Tier 1 and Tier 2 is attached in Appendix A.

1.1.6 Tier 1 of the framework is attached in Appendix B.

1.1.7 Tier 2 of the framework is attached in Appendix C.

1.1.8 We ceased reporting on the CBP from Quarter 4 (Q4) as agreed by Executive in May 2020. Q4 reporting has been delayed due to Covid-19 with the exception of Adult Care and Community Wellbeing. Q4 will be reported to the Overview and Scrutiny Management Board (OSMB) on 24 September and to the Executive on 6 October.

## **1.2 Reporting against the New Performance Framework**

1.2.1 We will then report performance for PIs and activities for the new performance framework in line with the proposal outlined above from Q2.

1.2.2 Services may choose to report some or all of the relevant PIs in Tier 1 to their scrutiny committee, in which case feedback of any comments from the relevant scrutiny committee should be reported to OSMB at the next available meeting so that the comments can be considered by OSMB and be incorporated (as appropriate) as part of the OSMB Chairman's comments to the Executive. However, if services choose to do this, it would duplicate some reporting to scrutiny committees and OSMB.

1.2.3 It is envisaged that scrutiny committees will be presented with Tier 2 performance at around the same time as Tier 1 performance is considered by OSMB and the Executive, depending upon the scheduling of the scrutiny committee meetings. This would then enable scrutiny committees to bring anything of interest or concern to the attention of OSMB and the Executive at the next available meeting.

### 1.3 Reporting by Exception

1.3.1 Performance will be reported by exception. For PIs, this will include those:-

- That have not achieved the target.
- Where the target has been achieved but the direction of travel is of concern.
- Where the target has been met and services want to celebrate success.

1.3.2 For those PIs detailed in 1.3.1 above, services will provide an explanation of reasons for performance. For those PIs not achieving the target and where the direction of travel is of concern, services will also include steps to improve performance and a forecast of performance against the target.

1.3.3 Services have been asked to provide key milestones over the next 18 months (September 2020 – March 2022) for each activity. Progress will be an objective judgement by the service against the Milestones as follows:-

Status	RAG rating	Criteria
Behind Plan	Red	Current milestones have not been achieved.
On Plan	Amber	Achieved current milestones and forecast to achieve future milestones within timescales.
Ahead of Plan	Green	Achieved current milestones and forecast to achieve future milestones ahead of timescales.

1.3.4 Reporting by exception for activities will require an explanation for those activities that are behind plan and for any activities either on plan, but the service is aware of factors that may affect overall performance or ahead of plan where the service wants to celebrate success.

### 1.4 Look and Feel of the Performance Reports

1.4.1 Microsoft Power BI software is being used to develop the reporting of Tier 1 PIs and activities. Although this is currently work in progress, screen shots have been provided in Appendix D for information.

- 1.4.2 The Lincolnshire Research Observatory (LRO) will be used to report the Tier 2 PIs to scrutiny committees as the majority of the PIs were in the CBP and this system needs minimal re-structuring work to allow reporting for these PIs. Tier 2 reporting will be structured around the six scrutiny committees that will receive Tier 2 PIs. For ease of navigation the PIs will be listed by a number of headings detailed in Appendix E.
- 1.4.3 The aim is to develop Power BI reporting in 2021 in readiness for reporting both Tier 1 and Tier 2 performance with effect from Q1 in 2021/2022.

## **2. Legal Issues:**

### Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- \* Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- \* Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- \* Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- \* Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- \* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- \* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

The report presents the Corporate Plan Performance Framework against the Ambitions in the Corporate Plan many of which relate to people with a protected characteristic including young people, older people and people with a disability. It is the responsibility of each service when it is considering making a change, stopping, or starting a new service to make sure equality considerations are taken into account and an equality impact analysis completed.

#### Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The report presents the Corporate Plan Performance Framework against the Ambitions in the Corporate Plan some of which relate directly to achievement of health and wellbeing objectives.

#### Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The report presents Corporate Plan Performance Framework against the Ambitions in the Corporate Plan some of which relate to crime and disorder issues.

### **3. Conclusion**

This report presents the Corporate Plan Performance Framework. The Executive is invited to consider and approve the framework.

### **4. Legal Comments:**

The Executive is responsible for ensuring that the Executive functions are discharged in accordance with the Budget and Policy Framework of which the Business Plan is a part. This report will assist the Executive in discharging this function. The recommendation is lawful and within the remit of the Executive.

**5. Resource Comments:**

Acceptance of the recommendation in this report has no direct financial consequences for the Council.

**6. Consultation**

a) **Has Local Member Been Consulted?** - Not Applicable.

b) **Has Executive Councillor Been Consulted?** - Not Applicable.

c) **Scrutiny Comments**

This report is due to be considered by the Overview and Scrutiny Management Board on 24 September 2020. Any comments of the Board will be presented to the Executive.

d) **Have Risks and Impact Analysis been carried out?** - No

e) **Risks and Impact Analysis**

Any changes to services, policies and projects are subject to an Equality Impact Analysis. The considerations of the contents and subsequent decisions are all taken with regard to existing policies.

**7. Appendices** – These are listed below and attached to this report.

Appendix A	Performance Framework Tier 1 and 2
Appendix B	Updated Corporate Plan Success Framework – Tier 1
Appendix C	Tier 2 of the Performance Framework - Service Level Performance Indicators
Appendix D	Look and Feel of Tier 1 Reports
Appendix E	Sub-Headings for Performance Indicators at Scrutiny Committees

**8. Background Papers** - The following Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

Background Paper	Where it can be viewed
Corporate Plan approved by Council on 11 December 2019	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&amp;MId=5661&amp;Ver=4">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=120&amp;MId=5661&amp;Ver=4</a>
Corporate Plan Success Framework approved by Executive on 5 May 2020	<a href="https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5518&amp;Ver=4">https://lincolnshire.moderngov.co.uk/ieListDocuments.aspx?CId=121&amp;MId=5518&amp;Ver=4</a>

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