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| Report of: | Head of Governance & Corporate Services |
| Contact Officer: | Judith Aupers |
| Telephone No: | x4411 |
| Portfolio Leader: | Leader of the Council |
| Key Decision: | No |
| Report Track: | Cabinet: 14/06/18 |

CABINET
14 JUNE 2018
CORPORATE PRIORITY DELIVERY PLAN AND PEER REVIEW UPDATE

1 Purpose of Report

- 1.1 To obtain Members' approval of the Corporate Priority Delivery Plan for 2018-19.
- 1.2 To update Members on the progress made in addressing the Peer Review recommendations.

2 Recommendations

Cabinet is asked to:

- 2.1 Recommend to Council that the Corporate Priority Delivery Plan for 2018-19 be approved.
- 2.2 Note the progress made in addressing the Peer Review recommendations.

3 Key Issues and Reasons for Recommendation

- 3.1 Cabinet has already recommended to Council approval of the Corporate Plan for 2018-23 and the supporting Priority Delivery Plans. Although the new Corporate Plan does not contain a corporate priority there are still a number of corporate issues to be addressed and these have been drawn together into a Corporate Priority Delivery Plan.
- 3.2 It is proposed that the Corporate Priority Delivery Plan will be managed and monitored by Cabinet and the Corporate Scrutiny Committee on a quarterly basis in the same way as the other two Priority Delivery Plans.

- 3.3 As the Corporate Priority Delivery Plan includes a number of the key actions arising from the Peer Review, a more detailed update on progress in implementation the recommendation is also provided for Members information.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Priority Delivery Plan does not directly support the two priorities set out in the new Corporate Plan 2018-23; however it does indirectly contribute to the efficient and effective operation of the Council.

5 Report Detail

Corporate Priority Delivery Plan (PDP)

- 5.1 In May 2018, Council approved the Corporate Plan 2018-19, establishing the vision, priority outcomes and performance management framework for the three year period. The Corporate Plan is supported by a Priority Delivery Plan for each of the 2 key priorities (Promoting Prosperity and Community Wellbeing).
- 5.2 The new Corporate Plan no longer includes a “corporate” priority however there are corporate issues which need to be progressed. These have been drawn together and form the basis of a Corporate Priority Delivery Plan; a copy is attached at Appendix 1.
- 5.3 Progress in delivering the Corporate PDP will be reported on quarterly to Cabinet and the Corporate Scrutiny Committee.

Peer Review

- 5.4 Following the Peer Review in September 2016, a project structure and an outline project plan was produced and reported to Cabinet on 13 April 2017.
- 5.5 Throughout 2017/18 progress has been made in implementing the recommendations from the Peer Review and a progress report is attached at Appendix 2.
- 5.5 The key actions arising from the Peer Review are also included in the Corporate PDP.

6 Implications

6.1 Financial

None.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

None

6.9 Best Value

None.

7 Appendices to the Report

Appendix 1 Corporate PDP 2018-19

Appendix 2 Peer Review Progress Update

Previous Consideration

| | | |
|---|---------|----------------|
| Local Government Association Peer Challenge | Cabinet | 13 April, 2017 |
|---|---------|----------------|

| | | |
|--|---------|----------------|
| Corporate Plan and Priority Delivery Plans | Cabinet | 19 April, 2018 |
|--|---------|----------------|

Background Papers

None.

ITEM NO. 8.

Corporate Priority Delivery Plan 2018-19

| Performance Indicator | Frequency of reporting (Q or A) | Last years outturn | Target | Q1 | Q2 | Q3 | Q4 |
|---|--|---------------------------|-------------------|-----------|-----------|-----------|-----------|
| Customer contact data – response to telephone calls | Q | | 94% | | | | |
| Use of Online Forms | Q | | 475 | | | | |
| E – Payments Transactions – Payments made via the Council’s website | Q | | 6,000 per quarter | | | | |
| Payments made via the Council’s automated telephone payment system | Q | | 5,750 per quarter | | | | |
| Payments made by Direct Debit (Council Tax) | Q | | | | | | |

Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services

| Approach | Key Project | Milestone(s) | Progress | Q1 | Q2 | Q3 | Q4 | |
|---|--|--|----------|----|----------------|----|----|---|
| Giving choice to our customers in how they access our services | Procurement of a new telephony system | Identify framework and use to procure new telephony software | | X | | | | |
| | | Install new software, test and train relevant staff | | | X | | | |
| | Develop and implement a Customer Access Strategy | Draft core requirements of strategy and discuss with Leadership Team | | | | | X | |
| | | Draft strategy for approval by Cabinet | | | | | | X |
| | Procurement of a customer portal / CRM system | Identify requirements for new customer portal/ CRM system and agree with Leadership Team | | | | | | X |
| | | Commence Procurement | | | 2019-20 | | | |

Making the best use of limited resources – managing our people, money and assets

| Approach | Key Project | Milestone(s) | Progress | Q1 | Q2 | Q3 | Q4 | |
|--|--|---|----------|----------------|----|----|----|--|
| Managing our people, money and assets | Review of Environmental Services | Procurement of Consultant to undertake the review | | X | | | | |
| | | Undertake Stage 1 of Review (May to July) | | | X | | | |
| | | Report to Cabinet and decision on whether to proceed to Stage 2 | | | | | X | |
| | Development of an Asset Management Strategy | | | 2019-20 | | | | |
| | Protection of Customers' personal data in accordance with GDPR | Data Protection Policy updated and approved by Cabinet | | X | | | | |
| | | Provision of training for employees and Members | | | X | | | |
| | | Completion of data audit | | X | | | | |
| | | Privacy Notices template agreed and published on website | | X | | | | |

| Approach | Key Project | Milestone(s) | Progress | Q1 | Q2 | Q3 | Q4 |
|--|--|---|----------|----------------|----|----|----|
| Managing our people, money and assets - continued | Develop workforce development strategy, incorporating gender pay requirement | | | 2019-20 | | | |
| | Simplify Members' access to committee papers and emails | Draft system to be tested by officers | | X | | | |
| | | System to be piloted with sample of Members | | | X | | |
| | | System to be rolled out to all Members | | | | X | |
| | Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff | Review of current policies | | | X | | |
| | | Revise policies to Leadership Team for approval | | | | X | |

Peer Review Progress Report

| Theme | Summary of Recommendation | Outline Scope of Work | Progress Update | Status |
|--------------------|--|--|--|---|
| Vision | Further develop and widen the 'Customer' priority of the Corporate Plan so as to articulate what the Cannock Chase District Council of the future will look like. .. to provide a forward looking vision and narrative to enable staff and other stakeholders to understand how the organisation will evolve and develop to remain fit for the future. | <ul style="list-style-type: none"> • Visioning • Corporate Plan & PDPs 2018-19 to 2020-21 | New Corporate Plan 2018-23 and PDPs approved by Cabinet and awaiting Council approval in May 2018 |  |
| | | <ul style="list-style-type: none"> • Type of Council We Want To Be, Values & Culture | This is generally covered in the new Corporate Plan and the Council's Values. Some additional work is needed to link the two. |  |
| | | <ul style="list-style-type: none"> • Alignment of policy & finance priorities | Two investment funds have been established to support the Prosperity Priority (General and Housing investment funds) |  |
| Financial Strategy | Consider broadening and further diversifying the financial strategy so it becomes multi-stranded and adaptable to increase resilience and reduce risk... Get a better understanding about what is possible in terms of commercialisation, digitalisation and transformation so that the organisation is able to explore and exploit these further | <ul style="list-style-type: none"> • Commercialisation - identify opportunities to become more commercial and generate financial benefit. | Agreed that the Council will not seek out general commercial opportunities but will consider those that relate to core business. The main opportunity relates to the possibility of building a crematorium. The Environmental Service review will also consider potential for being more commercial. |  |
| | | <ul style="list-style-type: none"> • Digitalisation and channel shift: strategy, action plan & pilots | Customer access strategy to be drafted. This is linked to work on procuring new software for Customer Services. Procurement is underway for telephony system. Work will commence on CRM system in 2019-20. |  |

| Theme | Summary of Recommendation | Outline Scope of Work | Progress Update | Status |
|-----------------|---|---|---|---|
| | | <ul style="list-style-type: none"> Transformation | The Corporate Plan sets out the direction for the Council in terms of priorities and objectives. In addition transformation is reflected in the other themes within the Peer Review actions e.g Customer access/New CRM System. However there is currently no capacity or plan for specific transformation as such. |  |
| | | <ul style="list-style-type: none"> Evaluation & implementation of FRP options | Delivery of the FRP options is to be reviewed in 2018-19. |  |
| Relationships | Continue to utilise informal and formal relationships to maximise influence and leverage, as part of the Council's 'leadership of place' role. ...in partnerships utilising your strengths, experience and leadership... Be clear on what the Council's offer is as well as what it's 'asks' are and be prepared to maximise resources available to secure deeper partnerships. | Will continue to do this as part of the "day job" | Not applicable | N/A |
| Decision making | Review the current democratic decision-making arrangements - including Overview & Scrutiny - to better enable councillors to have a timely and proportionate opportunity to inform, influence and challenge decision-making and policy | <ul style="list-style-type: none"> Review of committee structure (number of Committees, purpose and frequency of meetings) | Scrutiny Committee structure reviewed and number of committees & meetings reduced. |  |
| | | <ul style="list-style-type: none"> Training for Scrutiny Committee Members | Training carried out with Scrutiny Committee Chairs. Training to be arranged for all Scrutiny Committee Members |  |

| Theme | Summary of Recommendation | Outline Scope of Work | Progress Update | Status |
|----------------------|--|---|--|---|
| | development, enable the balance between policy development, holding to account and the increasingly important community roles of councillors. In doing this, engage councillors and draw on recent national research. | • Training for Members as Community Leaders | Training to be arranged with LGA |  |
| | | • Move to Paperless Meetings | Work underway on move to paperless meetings |  |
| Governance | Move at pace to finish the work started on governance, assurance and corporate policies. There are several plans and protocols scheduled for updating that will help underpin good governance and a corporate culture, ... These need to be progressed and implementation supported by briefings and training activity so that new protocols are embedded into day-to-day management practice. | • Code of Governance | Code of Governance completed |  |
| | | • Code of Conduct for Employees | Review to be undertaken in 2018-19 |  |
| | | • Financial Regulations | The Financial Regulations have been revised and will be submitted to Council for approval in 2018-19. |  |
| Skills & Resources – | Consider how the corporate leadership, organisational capacity and capabilities need to develop further to ensure that the Council has the skills and resources aligned to deliver future priorities. Ensure that the Leadership Team works as a corporate team supporting the strategic development of both organisations with equal commitment and enthusiasm. | • Review of Leadership Team & WMT | The review of Leadership Team is ongoing to build upon strategic development. A different model of Leadership Team meetings has been trialled but recently reverted back to previous model with some modifications. A review of the role of WMT and Leadership Team is to be undertaken to ensure that the skills/strengths and resources within the organisation are best utilised in relation to strategic development and the delivery of priorities. |  |

| Theme | Summary of Recommendation | Outline Scope of Work | Progress Update | Status |
|------------------------|--|---|--|---|
| | | <ul style="list-style-type: none"> Develop workforce strategy | Planned for 2019-20 |  |
| Learning & development | Draw on the learning from both within the organisation and wider local government sector to support continued improvement and development. | <ul style="list-style-type: none"> Develop & maintain links with LGA Sharing of Information and Lessons Learnt via WMT meetings | This is not a specific action and is being dealt with as part of day to day work activities including the role of WMT. | N/A |

KEY TO STATUS INDICATORS:

| STATUS | DESCRIPTION |
|---|--|
|  | The action is making significant progress towards completion or has been completed |
|  | The action is making some progress towards being completed |
|  | Work has not commenced on the action |