

AGENDA ITEM: 8

COUNCIL

6 JULY 2011

STRATEGIC PLAN 2011/12

CHIEF EXECUTIVE: IAN PARKER

PURPOSE OF THE REPORT

1. To seek approval for the Strategic Plan 2011/12. The Strategic Plan is the Council's overarching business plan and forms part of the Policy Framework.

BACKGROUND

2. The Strategic Plan is the Council's overarching plan, outlining:
 - headline performance measures, standards and targets for key services; and
 - major improvement activity for the coming year and beyond.
3. The Plan is the basis of the Council's corporate performance management framework. CMT, Overview and Scrutiny Board and Executive monitor progress against the Plan on a quarterly basis following a performance / budget update discussion between the Assistant Chief Executive, Director of Strategic Resources, and Directors / departmental management teams.
4. Historically, performance management in local government has been influenced significantly by the requirements of national government. In 2008, the Council published a three-year Strategic Plan for the period up to 2010/11, which was subsequently revised on an annual basis to ensure that it remained fit for purpose. A significant proportion of the content of this Plan was focused on compliance with the *national* performance framework for local government and its partners put in place by the last Labour administration, which featured components such as Local Area Agreements, the National Indicator Set and Comprehensive Area Assessment.
5. Since its formation, the coalition government has taken steps to abolish many of the components of the national performance framework in order to reduce unnecessary

central bureaucracy and to allow a localist approach to performance management to emerge, with councils focusing much more on specific outcomes important to local communities.

6. In response to this, on 9 June 2011 the Deputy Mayor agreed proposals to streamline the corporate performance management framework for 2011/12 onwards. The agreed framework will allow the Council to meet all remaining statutory obligations and government expectations, meet the performance responsibilities of councils identified by the Local Government Group in its document: *Taking the lead: self-regulation and improvement in local government*, while taking full advantage of reductions in central bureaucracy.
7. In respect of the Strategic Plan, it was agreed that:
 - the main focus of the document from 2011/12 would be frontline service performance and transformation programmes and projects;
 - fewer performance indicators would be used and those selected would be directly related to the Council's services, so that the Council has the levers to genuinely influence performance¹;
 - to improve accountability, the plan would be ordered by department and service, rather than thematically, as in previous years;
 - the style of the plan would be simpler, reflecting that used in government department business plans, and a 50% reduction in the size targeted;
 - as in 2010/2011, the plan would not be printed, but be published online once approved (at www.middlesbrough.gov.uk/open-data) and circulated via email.
8. The 2011/12 Strategic Plan is appended to this report. The plan was developed by the Corporate Performance Team in conjunction with the Council's senior management. CMT and Overview and Scrutiny Board considered working drafts of the Plan during the development process and Executive endorsed the plan on 21 June 2011.

PROPOSALS

9. It is proposed that the 2011/12 Strategic Plan be approved, to ensure that the Council's overarching business plan remains fit for purpose, enable the effective delivery of strategic priorities, and to communicate the Council's improvement agenda to all stakeholders.

Equality Impact Assessment

10. In line with statutory requirements, the 2011/12 Strategic Plan has been subject to a Stage 1 Impact Assessment, which is appended to this report. No negative differential impact on diverse groups and communities is anticipated from the implementation of the Strategic Plan. Tackling inequalities and addressing the needs of vulnerable

¹ The Middlesbrough Partnership will focus on population-level statistics, with these measures only covered in corporate performance reports where value is added e.g. where they relate to the Mayor's agenda.

groups is critical to the work of the Council. The Strategic Plan sets out a range of actions to promote equality of access, provision, uptake and outcomes.

FINANCIAL CONSIDERATIONS

11. The financial implications of the work programme set out in the Strategic Plan were fully considered in the development of the Mayor's Budget. The Plan will be made available in electronic formats so no design and print costs will be incurred.

RECOMMENDATIONS

12. That Council approves the 2011/12 Strategic Plan.

BACKGROUND PAPERS

13. No background papers were used in the preparation of this report.

AUTHOR

Karen Whitmore Assistant Chief Executive (01642) 729557

Level 1: Initial screening assessment

Subject of assessment:	Strategic Plan 2011/12			
Coverage:	Overarching/crosscutting			
This is a decision relating to:	<input checked="" type="checkbox"/> Strategy	<input type="checkbox"/> Policy	<input type="checkbox"/> Service	<input type="checkbox"/> Function
	<input type="checkbox"/> Process/procedure	<input type="checkbox"/> Programme	<input type="checkbox"/> Project	<input type="checkbox"/> Review
	<input type="checkbox"/> Organisational change	<input type="checkbox"/> Other (please state)		
It is a:	New approach:	<input type="checkbox"/>	Revision of an existing approach:	<input checked="" type="checkbox"/>
It is driven by:	Legislation:	<input checked="" type="checkbox"/>	Local or corporate requirements:	<input checked="" type="checkbox"/>
Description:	<p>Key aims, objectives and activities</p> <p>The plan sets out the Council's headline performance measures and targets; and major improvement activity for the coming year and beyond. It provides the basis of the Council's corporate performance management framework. It communicates the Council's plans for the coming year to all stakeholders.</p> <p>Statutory drivers (set out exact reference)</p> <p>Local Government Act 1999 – the plan represents a key element of the Council's approach to the delivery of Best Value.</p> <p>Differences from any previous approach</p> <p>Recent plans have been informed by the National Performance Framework for local government operated by the previous government. This has been dismantled by the coalition government, necessitating a review of performance indicators utilised and facilitating a significant reduction in the size of the document.</p> <p>Key stakeholders and intended beneficiaries (internal and external as appropriate)</p> <p>Elected Members and Council employees, local communities and businesses, partners.</p> <p>Intended outcomes.</p> <p>To promote continuous improvement in Council services, optimise the Council's contribution to the Sustainable Community Strategy, and to deliver the Mayor's pledges.</p>			
Live date:	As soon as the report is approved subject to call-in.			
Lifespan:	2011-12 financial year.			
Date of next review:	The plan is reviewed annually.			

Screening questions	Response			Evidence
	No	Yes	Uncertain	
Human Rights Could the decision impact negatively on individual Human Rights as enshrined in UK legislation?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No actions within the Strategic Plan contravene Human Rights as identified in national legislation.
Equality Could the decision result in adverse differential impacts on groups or individuals with characteristics protected in UK equality law? Could the decision impact differently on other commonly disadvantaged groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. The Plan sets out a range of actions to promote equality of access, provision, uptake and outcomes. Progress in tackling inequalities is measured as part of the performance management framework.
Community cohesion Could the decision impact negatively on relationships between different groups, communities of interest or neighbourhoods within the town?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. Community cohesion and the Council's contribution will continue to be monitored via the PMF.
Sustainable Community Strategy objectives Could the decision impact negatively on the achievement of the vision for Middlesbrough? Does the decision impact on statutory duties associated with these key objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. The corporate performance framework supports the delivery of current SCS objectives.
Organisational management / transformation Could the decision impact negatively on organisational management or the transformation of the Council's services as set out in its transformation programme?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No. The Plan supports improved performance management across the organisation and will allow the progress of current transformation work to be monitored effectively.
Next steps: ➡ If the answer to all of the above screening questions is No then the process is completed. ➡ If the answer of any of the questions is Yes or Uncertain, then a Level 2 Full Impact Assessment must be completed.				

Assessment completed by:	Paul Stephens	Head of Service:	Karen Whitmore
Date:	9 June 2011	Date:	10 June 2011