

**CABINET
22 MARCH 2022**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: COUNCIL DELIVERY PLAN FOR 22-23

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

COUNCIL PRIORITY: PEOPLE FIRST, SUSTAINABILITY, A BRIGHTER FUTURE TOGETHER

1. EXECUTIVE SUMMARY

This report presents the Council Delivery Plan for 22-23, which includes

- The setting of key Council projects
- The identification of risks relating to delivery of the projects and
- The setting of Performance Indicators (PIs) to measure progress

2. RECOMMENDATIONS

- 2.1. That Cabinet considers and formally approves the Council Delivery Plan and any associated targets, to be monitored throughout 2022/2023 by Overview & Scrutiny Committee.

3. REASONS FOR RECOMMENDATIONS

- 3.1. An approved Council Delivery Plan provides the Cabinet with assurance that progress against achievement of the Council Plan objectives, will be monitored throughout 2022/23.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None Considered.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Council Delivery Plan was compiled in consultation with Executive Members who were consulted on the elements relating to their area of responsibility.

- 5.2. The Plan is reviewed by Overview and Scrutiny Committee and Finance Audit and Risk Committee, who can make recommendations to Cabinet.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision first notified on the Forward Plan on the 14 January 2022.

7. BACKGROUND

- 7.1. In December 2021, Cabinet reviewed the proposal to introduce an integrated Performance Management Framework for 22-23 onwards. The proposal was approved.
- 7.2. Previously, only Performance Indicators were approved by Cabinet with no clear link to projects being undertaken or the risks being managed within the Service areas.
- 7.3. The new approach requires Cabinet approval for the projects, risks, and performance indicators to support the delivery of the Council Plan.

8. RELEVANT CONSIDERATIONS

- 8.1 The Council Delivery Plan (Appendix A), has been compiled by the Leadership Team, in consultation with Executive Members and brings together all the elements of Integrated Performance Management (Projects, Risks and Performance indicators) into one plan.
- 8.2 The Projects outlined in the Delivery Plan are detailed in the Council Plan 2022-27, or clearly linked to the Council Plan priorities and themes. The Council will also carry out other projects, that are linked to a statutory duty or support the delivery of Council functions. These other projects have been included if they are significant in terms of impact (e.g., in relation to staff or financial resources), but the focus is on what contributes towards delivering the Council Plan. For longer term projects, milestones will be used to monitor progress achieved during the year.
- 8.3 The Risks, are those that could impact on the delivery of the Council Plan or the Projects linked to the Council Plan. They include the level of likelihood and impact, and the mitigations to be put in place to minimise the level or risk.
- 8.4 The Performance Indicators will be the means to show us how well we are doing at achieving the priorities within the Council Plan, including measures linked to the projects detailed above.
- 8.5 The existing Risk and Performance Indicator entries on Pentana (the Council's Risk and Performance Monitoring software), have been cross referenced to the Council Delivery Plan and matched where appropriate. Any entries which do not match, will no longer be included in the Committee reports, but will be monitored by Service areas. These entries are detailed in Appendix B.

- 8.6 Once approved, the Council Delivery Plan will form the basis of quarterly reporting to Overview and Scrutiny to monitor Performance for the 2022-23 year. It is expected that they will make recommendations to Cabinet throughout the year.
- 8.7 Finance Audit and Risk Committee will no longer receive regular reports on specific risks but will receive reports in relation to the effective development and operation of risk management. They have been given the opportunity to comment on the Plan at the formulation stage.
- 8.8 As this is the first year of operation of this new way of considering integrated performance, the approach may need to evolve during the year. Overview and Scrutiny and Cabinet will be able to consider any changes as part of the quarterly review reports.

9. LEGAL IMPLICATIONS

- 9.1 The constitution determines the role of Cabinet as including: “To take decisions on resources and priorities, together with other stakeholders and partners in the local community, to deliver and implement the budget and policies decided by the Full Council. To monitor performance and risk in respect of the delivery of those policies and priorities” (paragraph 5.6.3) .
- 9.2 The constitution determines the role of Overview and Scrutiny as including: “To review performance against the Council’s agreed objectives/ priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/ or service area. To consider risks to the achievement of those objectives/ priorities. To make recommendations to Cabinet” (paragraph 6.2.7 (s)).
- 9.3 The constitution determines the role of Finance, Audit and Risk Committee as including: “to monitor the effective development and operation of risk management and corporate governance, agree actions (where appropriate) and make recommendations to Cabinet” (paragraph 10.1.5 (u)).

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications arising from this report. Where efficiencies or investments may make a difference to service levels these are indicated in the budget proposals so they can be taken into consideration when considering the budget for the forthcoming year.

11. RISK IMPLICATIONS

- 11.1 The Council Delivery Plan aims to support the risk management process by directly linking the risks to projects being undertaken. The aim of these proposals is to strengthen the link between performance and risk and make risks more current. This should provide an improved perspective of the risks that the Council faces. It also enables Service Managers to get value from the risk monitoring process as a useful component of service management.

12. EQUALITIES IMPLICATIONS

- 12.1 In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 Performance reporting provides a means to monitor whether the Council is meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriated services to the Community to meet different people's needs.

13. SOCIAL VALUE IMPLICATIONS

- 13.1 The Social Value Act and "go local" requirements do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 There will continue to be a need to align Council and Service objectives with available people resources to be able to achieve them. The Council Delivery Plan will help to make that link clearer.

15. ENVIRONMENTAL IMPLICATIONS

- 15.1 There are no known Environmental impacts or requirements that apply to this report. However, a number of the projects to be monitored throughout the year are related to key environmental issues.

16. APPENDICES

Appendix A – Council Delivery Plan 22-23

Appendix B – List of Risks and PIs not reported for 22-23

17. CONTACT OFFICERS

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20. BACKGROUND PAPERS

None