

## **Business & Transformation Scrutiny Panel**

Agenda  
Item:

**A.7**

Meeting Date: 6/9/18  
Portfolio: Cross-cutting  
Key Decision: No  
Within Policy and  
Budget Framework: Yes  
Public / Private: Public

Title: CORPORATE PLAN  
Report of: Chief Executive  
Report Number: PC 17/18

### **Purpose / Summary:**

This report provides an overview of the development of a Corporate Plan.

### **Recommendations:**

Members are asked to:

- Note the Corporate Plan and its role in linking strategic documents
- Consider and comment on the Key Performance Indicators included in the plan

### **Tracking**

Scrutiny:	B&TSP 6/9/18
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## 1. BACKGROUND

**1.1** A Corporate Plan sets out clearly an organisation's aspirations for the future. It is a useful way to link the key strategic documents that drive the business planning within the organisation. The Corporate Plan 2018-21 brings together the following documents and plans, in doing so it will set out how services will be improved, and key projects delivered:

Document/Plan	Link
Policy Framework	<a href="#">City Council Website</a>
Medium Term Financial Plan	<a href="#">Executive 20/8/18</a>
Workforce Plan	Available Autumn 2018
Customer Service Charter	<a href="#">BTSP 31/5/18</a>
Performance Framework	<a href="#">City Council Website</a>
Risk Management Assurance Framework	Available Autumn 2018
Service Planning & Directorate Planning	Intranet
Business change plans and strategies: ICT Strategy and programme Information Governance Policy and action plan Transformation Board actions Agile Working	Available Autumn/Winter 2018

**1.2** The plan will be separate, but related to the Carlisle Plan, primarily through resourcing and delivering the 'big three' projects:

Document/Plan	Link
Borderlands Inclusive Growth Deal	<a href="#">Borderlands Website</a>
St Cuthbert's Garden Village	<a href="#">St Cuthbert's Website</a>
Sands Centre Redevelopment	<a href="#">Full Council 6/3/18</a>

In addition, a new key area 'Low Carbon energy options and reducing environmental impact' will be developed in the revision of the Carlisle Plan.

**1.3** The Plan will be updated as the core documents are finalised. A table of version and key changes is presented below:

Corporate Plan versioning	Date published
V0.1	Current, published May 2018
V1.0: MTFP Workforce Programme Customer Service Charter (Phase1) Draft Information Governance (IG) Policy and Action Plan Performance Framework / KPIs	31 August 2018
V1.1: Phase 2 of Customer Service Charter ICT Strategy IG Policy and Action Plan	28 September 2018

## 1.4 Performance Monitoring

Progress against the plan will be measured through the Performance Framework and will be reported in the End of Year Performance Report. A set of Key Performance Indicators are being developed to measure the plan, drawn from the core documents. The baselines for the new measures will be reported later in 2018/19.

Code	Measure	Policy / Plan / Strategy	SMT / Service Manager	Further Info
CP01	Balancing the annual budget with reductions in reoccurring revenue underspends	MTFP	Alison Taylor	
CP02	Increasing the uptake of agile working	WFP	Alison Taylor	2017/18 Baseline year
CP03	Increasing the use of apprenticeships	WFP	Alison Taylor / Organisation Development Manager	2017/18 Baseline year
CP04	Timely delivery of the ICT Programme	ICT Strategy / Transformation Board (TB)	ICT Manager	Performance against the baselined Gantt chart
CP05	Increasing the uptake of digital self-serve services	TB		Existing measure: CSR04
CP06	Reducing the unnecessary scheduled service activities, linked to the use of real-time data	TB	Customer Service Manager / Policy and Communications Manager	Percentage change
CP07	Reducing the carbon footprint of services and assets	Environmental Strategy	Jane Meek / Policy and Communications Manager	Environmental impact to be assessed.
CP08	Reducing the environmental impact of services and assets	Environmental Strategy	Jane Meek / Policy and Communications Manager	Percentage completion of agreed improvement actions.
CP09	Customer satisfaction with standard of customer service for all services	Customer Service Charter / TB	Customer Service Manager	Action plan in place to improve reporting functionality during 2018/19

MTFP = Medium Term Financial Plan

WFP = Workforce Programme

TB = Transformation Board

## **2. PROPOSALS**

### **2.1** Members are asked to:

- Note the Corporate Plan and its role in linking strategic documents
- Consider and comment on the Key Performance Indicators to be included in the plan

## **3. RISKS**

**3.1** The risks associated with the Corporate Plan are managed through the Risk Management Assurance Framework.

## **4. CONSULTATION**

### **4.1** Consultation to date:

- Service planning for 2018/19 to be completed.
- Service plans/Directorate plans to be signed off by SMT.
- Draft Corporate Plan to be circulated to SMT, March 2018.
- Draft Corporate Plan signed off by SMT, April 2018.
- Draft Corporate Plan to be presented at Management Briefing, May 2018.
- SMT review of Corporate KPIs, July 2018.
- Transformation Board discussion on linked documents and timings, July 2018.

The plan will be summarised and presented on the reverse of the next refresh of the Carlisle Plan key actions 'Plan on a Page'.

## **5. RECOMMENDATIONS**

### **5.1** Members are asked to:

- Note the Corporate Plan and its role in linking strategic documents
- Consider and comment on the Key Performance Indicators included in the plan

## **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

**6.1** The plan will be separate, but related to the Carlisle Plan, primarily through resourcing and delivering the 'big three' projects:

- Borderlands Inclusive Growth Deal.
- St Cuthbert's Garden Village.
- Sands Centre Redevelopment.

In addition, a new key area 'Low Carbon energy options and reducing environmental impact' will be developed in the revision of the Carlisle Plan.

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**Appendices Corporate Plan (version 1)  
attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- **None**

**CORPORATE IMPLICATIONS:**

**LEGAL -**

**FINANCE –**

**EQUALITY – None**

**INFORMATION GOVERNANCE – None**



## Principles: Clarity, confidence and commitment

The principles have been developed by our staff and councillors to guide how we will deliver our vision for Carlisle.

- We will be a clear, committed and confident Council.
- By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work.
- We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and resources are consistent with the priorities.
- We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.

## Links to the Carlisle Plan

The Carlisle Plan has been the key document for delivering the ambitions of the Executive. The priorities within the Carlisle Plan remain unchanged as:

- Support business growth and skills development to improve opportunities and economic prospects for the people of Carlisle.
- Further develop sports, arts and cultural facilities to support the health and wellbeing of our residents.
- Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle.
- Address current and future housing needs to protect and improve residents' quality of life.
- Promote Carlisle regionally, nationally and internationally as a place with much to offer - full of opportunities and potential

This plan is separate, but directly related to the Carlisle Plan, primarily through resourcing and delivering the 'big three' projects:

- Borderlands Inclusive Growth Deal.
- St Cuthbert's Garden Village.
- Sands Centre Redevelopment.

In addition, a new key area 'Low Carbon energy options and reducing environmental impact' will be developed for the revision of the Carlisle Plan.

## Corporate Plan Core Documents

The Plan brings together the following documents, plans and projects, in doing so it sets out how services will be improved, and key projects delivered:

<b>Policy Framework</b>	Policies that are approving or adopting by Council (Article 4 - The Full Council)
<b>Medium Term Financial Plan (MTFP)</b>	A comprehensive plan for strategic finance decision-making.
<b>Workforce Plan (WFP)</b>	The Workforce Plan provides a framework for dealing with challenges in a consistent way.
<b>Customer Service Charter</b>	The customer charter outlines how our principles are at the heart of everything we do. Our promise is to continue to innovate so our customers can access council services anytime, anywhere.
<b>Business change plans and strategies:</b> Agile Working ICT Strategy and programme Information Governance Policy and action plan Transformation Board actions	Together these documents will enable agile working, compliance with the new rules on data and improve the tasking and coordination of demand-led services.
<b>Directorate Planning &amp; Service Planning</b>	Service planning sets out what needs to be delivered, how, when and by whom, in the context of the Carlisle Plan, Corporate Plan and statutory/service responsibilities.
<b>Performance Framework</b>	This framework draws together all the activities that contribute to our performance.
<b>Projects</b>	Borderlands Inclusive Growth Deal St Cuthbert's Garden Village Sands Centre Redevelopment
<b>Risk Management Assurance Framework</b>	This framework clearly sets out how we manage operational, strategic and major project risks.

## Performance Monitoring

We will measure progress against the plan through the Performance Framework, reporting progress in the End of Year Performance Report.

## Key Performance Indicators

1. Balancing the annual budget with reductions in reoccurring revenue underspends (MTFP).
2. Increasing the uptake of agile working (WFP).
3. Increasing the use of apprenticeships (WFP).
4. Timely delivery of the ICT Programme (ICT Strategy/Transformation Board).
5. Increasing the uptake of digital self-serve services (Transformation Board).
6. Reducing the unnecessary scheduled service activities, linked to the use of real-time data (Transformation Board).
7. Reducing the carbon footprint of services and assets (Environmental Strategy).
8. Reducing the environmental impact of services and assets (Environmental Strategy).
9. Customer satisfaction with standard of customer service for all services (Customer Charter/Transformation Board).