

# Report to Cabinet

7 June 2023

<b>Subject:</b>	Corporate Plan and Performance Management Framework Refresh
<b>Cabinet Member:</b>	Leader and Deputy Leader, Cllr Carmichael and Cllr Piper
<b>Director:</b>	Chief Executive, Shokat Lal
<b>Key Decision:</b>	Yes
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## 1 Recommendations

- 1.1 That approval be given to the refreshed Corporate Plan and Corporate Performance Management Framework as set out in Appendix 1.
- 1.2 That the corporate plan commitments in the directorate business plans as set out in Appendix 2 be noted as the delivery vehicle for the Corporate Plan for 2023/24 onwards.



## 2 Reasons for Recommendations

- 2.1 The Corporate Plan was developed in 2021, at a time when the borough was still responding to and recovering from the COVID-19 pandemic. As time has moved on, it is important to regularly review the Corporate Plan and related Performance Management Framework to ensure that they reflect the progress made and the current priorities.
- 2.2 At the same time, the council is on an improvement journey to respond to issues raised by external reviews in 2021. The key areas for focus have been set out in the separate Improvement Plan, but as we move towards sustainable improvement, it is important that our key actions to embed the changes that have been made to date become part of our normal business.
- 2.3 For these reasons, the key actions or 'we wills' that sit under the strategic outcomes in the Corporate Plan have been reviewed to ensure that they reflect and support the council's priorities and current position. Where appropriate the 'we wills' have been amended to ensure that core elements of the Improvement Plan are captured within the single Corporate Plan.
- 2.4 To monitor the delivery of the revised 'we will' statements in the Corporate Plan, the existing Corporate Performance measures were also revised and refreshed where appropriate. This will allow the council to understand its journey in delivering the Corporate Plan and to take informed decisions.



### 3 How does this deliver objectives of the Corporate Plan?

	The Best Start in Life for Children and Young People
	People Live Well and Age Well
	Strong Resilient Communities
	Quality Homes in Thriving Neighbourhoods
	A Strong and Inclusive Economy
	A Connected and Accessible Sandwell

3.1 The Corporate Plan sets out the strategic priorities for Sandwell Council that will enable us to contribute to the achievement of Vision 2030.

### 4 Context and Key Issues

#### Overview

4.1 The Corporate Plan contains a set of six strategic outcomes for the Council to deliver on, underpinned by a seventh strategic outcome, One Council One Team.



4.2 Supporting delivery of these seven strategic outcomes are 145 'we will' statements which indicate key actions the Council will work towards to help achieve delivery of the strategic outcomes.

## Reviewing the Corporate Plan against the Improvement Plan and Refreshing the We Wills

4.3 This refresh of the Corporate Plan has focused on reviewing the 'we will' statements to ensure that core elements of the Improvement Plan are captured and against the following criteria:



Are the we will statements: -

- Still relevant – is an update required to reflect the current position?
- Appropriate to be at Corporate Plan level – does it sit better at Directorate Business Plan level?
- Succinct – does the text overlap with another We Will statement, could they be amalgamated?



4.4 Appendix 1 details the revised ‘we will’ statements for each strategic outcome. The impact of the review on the number of ‘we will’ statements is outlined in the table below: -

Strategic Outcome	2021 We Wills	2023 We Wills
Best Start	17	12
Live Well and Age Well	20	21
Strong Resilient Communities	21	20
Quality Homes	20	17
Strong Inclusive Economy	22	11
Connected & Accessible	18	8
One Council One Team	27	18
<b>TOTAL</b>	<b>145</b>	<b>107</b>

4.5 Since approving the first refresh of the Corporate Plan in 2021 many things have changed and moved forward. For instance: -

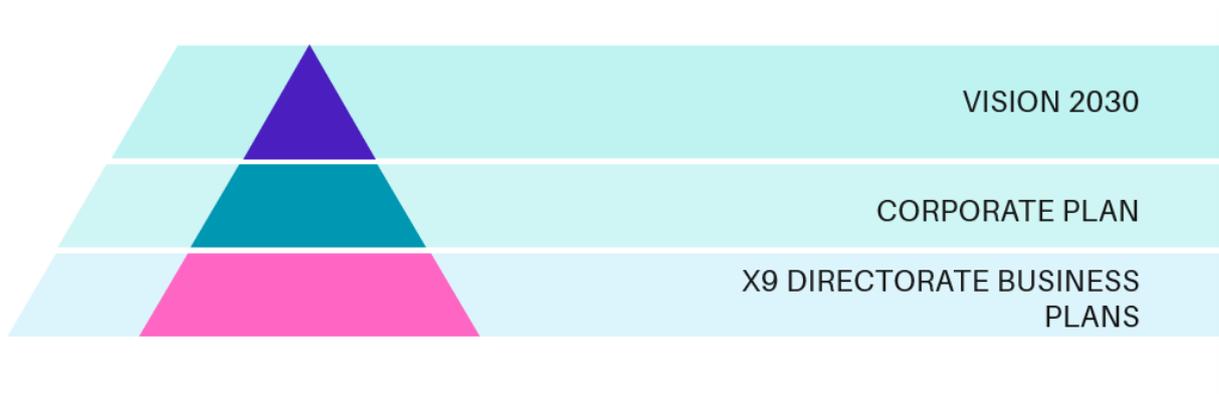
- We have now delivered the Sandwell Aquatic Centre and hosted the Commonwealth Games events, and emphasis has shifted to developing our legacy plan.
- The Black Country Plan we had jointly developed with Dudley, Wolverhampton and Walsall Councils is no longer moving forward and we have plans in place to develop our own Sandwell Plan.
- We have matured as an organisation and have key corporate priorities that all directorates are supporting, including our work on the cost of living crisis, improving customer experience, and our focus on improving school attendance.
- Government have announced that Sandwell will be one of the first Levelling up Partnerships to provide place-based regeneration.

4.6 These points demonstrate some of the ways in which the refresh has impacted on the key actions or ‘we wills’ that will deliver the strategic outcomes.



## Aligning the Directorate Business Plans

4.7 Vision 2030 is the shared vision for the future of Sandwell, this is owned by the Council and its partners and stakeholders. The Corporate Plan is the Council's highest-level strategic document and represents the Council's contribution to delivering Vision 2030. All of our other key strategies and plans support the Corporate Plans delivery, this includes directorate level business plans.



4.8 Every year each council directorate updates its business plan to ensure alignment with the Corporate Plan and to reflect any changes in legislation or service provision.

4.9 Each Directorate Business Plan contains a set of Corporate Plan commitments - actions that directly support the delivery of the 'we will' statements in the Corporate Plan. Alongside the refresh of the Corporate Plan, each directorate business plan has also been realigned to support the revised set of 'we will' statements. This cross-council set of commitments, set out in Appendix 2, represents the council's delivery plan.



## Revised Corporate Performance Indicators

- 4.10 To monitor the delivery of the revised 'we will' statements in the Corporate Plan, the existing Corporate Performance measures were revised and refreshed where appropriate, in consultation with Directors and Leadership Team. The revised indicator set out along side the revised 'we wills' in Appendix 1.
- 4.11 There were 244 measures in the existing Corporate Performance Indicator Set and these have been revised down to 208 in the new Corporate Performance Indicator Set. These have been aligned against the refreshed 'we will' statements in the Corporate Plan and include a range of measures that will provide senior officers and members with oversight of the impact on outcomes for our residents.
- 4.12 The review also included the indicators that have been reported in a separate report for Finance (monthly), Customer Experience (monthly) and Organisational Health (annual).
- 4.13 For 2023/24, the indicators in the Finance and Customer Experience report are included in the Quarterly Corporate Performance Report, and that monthly reports continue at Directorate level as required. Other indicators that are no longer being reported corporately will still be collected at Directorate level, where appropriate.
- 4.14 The indicators in the Organisational Health report will be reviewed in line with the workforce strategy and the impact the implementation of Oracle Fusion. (the latter will bring better intelligence for finance, HR and performance so will need to be regularly refreshed).
- 4.15 The intention is that by having a smaller, more aligned, and focused number of Corporate Performance indicators, the reports will highlight performance matters in the key areas of strategic importance and what action is being taken, or needs to be taken, in response.



- 4.16 The new Corporate Performance Indicator Set will be reported quarterly in a Corporate Performance Report alongside the quarterly Corporate Plan monitoring reports.
- 4.17 Performance data will be analysed, which alongside qualitative updates in the Corporate Plan monitoring, will provide an even better insight into the delivery of strategic outcomes and our progress against delivering the Corporate Plan as a whole.
- 4.18 The Corporate Performance Report will initially be provided as a pdf flat file. However, the intention is that as capacity grows in the Performance Team, Microsoft Power BI will be used to create a Corporate Performance Dashboard with additional datasets Leadership Team and Members will be able to access and interrogate. Leadership Team and Members will be provided with more information about this later in the year.

## 5 Alternative Options

- 5.1 The alternative to this refresh of the Corporate Plan and Performance Management Framework would be to continue with the current versions of both documents that had been agreed in 2021 and early 2022. Whilst both set the strategic direction for the council and enable monitoring of performance, should no review or refresh take place, there would not be the recognition or allowance that priorities change over time. This would result in the council's resources and services being out of alignment with the needs of our residents the organisation's priorities and the improvement journey that the council is part way through.



## 6 Implications

<b>Resources:</b>	The refreshed Corporate Plan will be delivered within existing resources.
<b>Legal and Governance:</b>	The Council has a statutory duty to set a balanced budget by 11 March each year prior to the start of the relevant financial year.
<b>Risk:</b>	Risk implications have been considered by services during the development of the Corporate Plan.
<b>Equality:</b>	Work was carried out during 2020/21 to understand the impact of the pandemic on our communities, this was utilised as evidence to inform the refresh of the Corporate Plan. A corporate EA will be presented to Cabinet with the refreshed Corporate Plan.
<b>Health and Wellbeing:</b>	This information is contained within the body of the Corporate Plan, specifically the Live Well and Age Well strategic outcome.
<b>Social Value:</b>	The Corporate Plan sets out the strategic priorities for the council, and services will use these to shape delivery to derive maximum social value.
<b>Climate Change:</b>	This information is contained within the body of the Corporate Plan, specifically the Live Well and Age Well Strategic Outcome and the Strong Resilient Communities Strategic Outcome.
<b>Corporate Parenting:</b>	This information is contained within the body of the Corporate Plan, specifically the Best Start in life for Children and Young People.

## 7. Appendices

Appendix 1 – 2023 Refreshed Corporate Plan we will statements and Performance Indicators

Appendix 2 – Directorate Business Plans – Corporate Plan Commitments

## 8. Background Papers

Improvement Plan  
Corporate Plan 2021 Refresh

