
REPORT TO:	Finance & Management Committee	AGENDA ITEM:	8
DATE OF MEETING:	12 TH JUNE 2003		
REPORT FROM:	DEPUTY CHIEF EXECUTIVE	OPEN:	
MEMBERS' CONTACT POINT:	John Porter (Ext. 5780)	DOC:	
SUBJECT:	Corporate Plan 2002 –2003. Final Monitoring Report	REF:	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:	Fm 14

1.0 Recommendations

- 1.1 The views of Members are requested on the Council's Corporate Plan 2002- 2003, final monitoring report

2.0 Purpose of the Report

- 2.1 To consider progress and achievements made on the Council's first Corporate Plan during the period 1st November 2002 to March 2003

3.0 Introduction

- 3.1 The Corporate Plan is an important "building block" in the steps the Council is taking to manage the organisation more effectively, to cope with change and ensure the work of the Council is focussed on our aims and objectives
- 3.2 The Corporate Plan sets out proposals for managing the Council during the period November 2001 to March 2003, the actions, which the Council will take, and the implications for service provision
- 3.3 The proposals focus on the things that must be undertaken to assist the Council to move forward and start delivering the Council's vision for the future. The term "critical success factors" is used to convey the importance of these proposals
- 3.4 The critical success factors are designed to help the Council improve "across the board" and this approach was derived from an assessment using the European Foundation for Quality Management (EFQM) Excellence Model.

4.0 Baseline Position

- 4.1 Figure 1 below shows the current baseline position and illustrates where the delivery of critical success factors will take the Council in terms of the Business Improvement Matrix

Figure 1 Business Improvement Matrix

(a) ENABLERS CRITERIA					
Step	Leadership	Policy & Strategy	People	Partnerships & Resources	Processes
10					
9					
8					
7					
6					
5					
4					
3					
2					
1					

(b) RESULTS CRITERIA				
Step	Customer	People	Society	Key Performance
10				
9				
8				
7				
6				
5				
4				
3				
2				
1				

Key	
	current position
	after implementing the critical success factors

- 4.2 Departmental and Service Plans support the Corporate Planning process. Therefore, each Department has identified a range of critical success factors to progress
- 4.3 There are 46 critical success factors, in which targets have been set for 44 critical success factors; the exceptions are:
- "Become a 'greener' organisation, and,
 - "Develop and implement Codes of Conduct for Members and Employees"

- 4.4 The Departmental Plans act as a mechanism for the delivery of the critical success factors and other key tasks identified at corporate level, as well as provide a framework for individual Service Plans.
- 4.5 Therefore, there are linkages between critical success factors in the Corporate Plan to departmental key tasks contained in the Departmental Plan

5.0 Monitoring Methodology

- 5.1 A series of quarterly meetings have been held with Departmental Management Teams to establish progress made on the critical success factors and departmental key tasks.
- 5.2 Details of all the individual departmental reports have been summarised into a composite report for Members and the Corporate Management Team. Feedback has also been provided to departmental management teams
- 5.3 The composite report contained sections on; proposals to achieve each critical success factor, progress, and actual and revised target dates
- 5.4 A summary of the progress made against each "*critical success factor*" criterion, comparative and cumulative performance data has been provided quarterly.
- 5.5 In April 2003, the final monitoring meetings of the current Corporate Plan were held with Departmental Management Teams. In addition, supplementary questions were asked.

6.0 Progress

- 6.1 Figure 2, below shows that 88 targets were set at the beginning of the Corporate planning process for completion by 31st March 2003. Consequently, 54 targets (61.4%) of the targets set at 1st November 2001 were achieved at 31st March 2003

Figure 2: Overall departmental performance in achieving the targets set within the current time frame of the Corporate Plan			
Criteria	Number of targets set (Nov.01)	Number of targets achieved	% age of targets achieved
Enabling			
Leadership	10	3	30.0%
Policy & Strategy	11	9	81.8%
People	14	9	64.3%
Partnerships & Resources	17	9	52.9%
Processes	13	9	69.2%
Sub- total	65	39	60.0%
Results			
Customer	6	1	16.7%
People	4	4	100.0%
Society	5	3	60.0%
Key Performance Indicators	8	7	87.5%
Sub- total	23	15	65.2%
Total	88	54	61.4%

- 6.2 With reference to Figure 1 above, it is noted, in particular to the baseline positions for “leadership” (Enabling criteria) and “Customer results” (Results criteria) that these are at a low level. However, in comparison, to Figure 2 above, very few targets have been set and achieved in these areas.
- 6.3 In contrast, more targets have been set and achieved in the traditional “comfort” areas of the Council’s work e.g. “processes” and “partnerships.”
- 6.4 At Annexe A, Figures 3 and 4 show departmental achievement against the number of critical success factors set by “Enabling” and “Results” criteria respectively.
- 6.5 However, although no targets had been set for two “critical success factors,” the Corporate Scrutiny Committee commissioned a special project entitled “How green is the Council” in pursuance of ‘Becoming a greener organisation’. Similarly, some progress has been made under ‘put in place arrangements for good corporate governance’ in pursuance of ‘develop and implement codes of conduct for Members and employees

6.6 A full range of qualitative analyses have been undertaken. However, in order to clarify the position, details are presented in a summary format. (which can be found at Annexe B) are listed below:

- Table 1: provides a summary of critical success factors achieved
- Table 2: provides a summary of the critical success factors planned to be undertaken, but not achieved
- Table 3: provides a summary of the employee's contribution to critical success factors
- Table 4 : provides a summary of the departmental contributions to: other key departmental achievements not identified as critical success factors
- Table 5 : Principal service development proposals that have impacted on customers and performance,
- Table 6 :New and emerging issues that will significantly impact on services and;
- Table 7: Key departmental projects for 2003 –2004.

6.7 It is important to note, that the information has been summarised, and therefore, there is not a direct comparison with the numerical analysis in Figure 2 above.

7.0 Financial Implications

7.1 None arising from this report

8.0 Conclusions

8.1 It is noted that in many cases, the progress made on one critical success factor will impact on the progress being made on other critical success factors and /or departmental key tasks and vice versa

8.2 Good progress has been made in all areas, in particular short and medium term tasks, possibly because these are easily defined

8.3 Progress on the longer-term objectives has been more limited. The position maybe helped if managers were able to identify measurable intermediate targets, and apply project management principles to those tasks. Therefore, we should consider the training and development of managers with regard to a better project management approach

- 8.4 There are areas where we have set and achieve more targets. These tend to be in our “comfort zones” where we have an established track record. Progress in these areas appears to be moving us towards our desired objectives. These areas include most of the areas in the EFQM Model,
- 8.5 There are two areas of the model where we have achieved a significantly lower proportion of our key tasks. These are in the areas of “Leadership” and “Customer results” and we need to review why this is the case. We should try to ensure that any organisational blockages do not hinder our progress.
- 8.6 These lessons should be incorporated into our approach regarding this year’s Corporate Plan and the training and development plans for the current year.

9.0 Background Papers

- 9.1 The Corporate Plan file held by the Policy & Best Value Division