

TRAFFORD COUNCIL

Report to: Executive/Council
Date: 18th March / 20th March 2019
Report for: Decision
Report of: Deputy Leader of the Council and Executive Member for Equalities and Partnerships

Report Title

Corporate Plan

Summary

The report provides details of the development of the Corporate Plan and Values for Trafford.

Recommendation(s)

1. That the Executive notes the report and recommends the Corporate Plan and Values for Trafford to Council;
2. That Council approves the Corporate Plan and Values for Trafford and notes that the Corporate Plan will form part of the Council's overarching Policy Framework

Contact persons for access to background papers and further information:
Sarah Saleh, Corporate Director, People
Extensions: x4007

Background Papers: None

This report supports the following corporate priorities;

Relationship to Policy Framework/Corporate Priorities	The corporate plan details what activity will be carried out to deliver the priorities
Financial implications:	The corporate plan will potentially impact on all future budget decisions and savings programmes.
Legal Implications:	None
Equality/Diversity Implications	The corporate plan enables the Council to fully observe & promote equality of outcomes

	for service users and their families.
Sustainability Implications	The corporate plan is a key driver for the long term sustainability of the council and the borough
Resource implication e.g. staffing/ICT/Assets	No direct implication
Risk Management Implications	A risk management log has been developed as part of the overall governance for the corporate plan and this will be reviewed and updated on a regular basis.
Health & Wellbeing Implications	No direct implications
Health and Safety Implications	No direct implications

1. BACKGROUND

- 1.1 Since 2010 the Government has reduced the funding for Local Government as part of its efforts to reduce the fiscal deficit. This equates to a 28.6% real terms reduction in an authority's spending power, taking into account council tax.
- 1.2 Alongside reductions in funding, local authorities have had to deal with growth in demand for key services, most notably adult's and children's social care; this demand is expected to continue. Other pressures have also been faced including higher national insurance contributions, inflationary pressures on goods and services, the apprentice levy and the National Living Wage.
- 1.3 This has meant that by 2019/20 the total value of budget gaps caused by the expenditure pressures and funding reductions since 2010/11 to 2018/19 is £185.7m. There is a further forecast gap for the next three years of £45.88m, of which £13.44m relates to 2019/20.
- 1.4 In setting the budget close attention is placed on ensuring it aligns closely with the corporate plan which in turn will help delivery of the Council's vision:

*“Working together to build the best future for all our
Communities / everyone in Trafford”*
- 1.5 The Council has identified seven strategic priorities that it believes are crucial to enabling Trafford residents, businesses and staff to thrive and ensure that the funding gap is closed. These priorities set out the aspirations for our people, place and communities, and how they can affect and improve their daily lives.
- 1.6 The corporate plan describes how these priorities will be delivered over the next three years. This will ensure that staff, partners and residents understand the actions required for the Council and identify the resources available to deliver the stated aims and objectives. The plan will help the council and teams to monitor performance, make use of the opportunities presented and control our systems and structures effectively.
- 1.7 To support the delivery of the corporate plan, Trafford's values have also been revisited and, following input from staff, these have now been updated. The branding for Trafford Together is also being progressed and it is recognised that the corporate plan should incorporate this branding.

2. CORPORATE PLAN

- 2.1 The emerging priorities were first identified through work carried out by Executive. The Corporate Leadership Team (CLT) commissioned an internal cohort to work across the organisation to develop the 'plan on a page' based on these priorities and ultimately the corporate plan. This included mapping, both the Councils emerging priorities, as well as the Greater Manchester priorities to ensure alignment.
- 2.2 Seven priorities were identified and further developed based on feedback from The Executive, Partners and CLT. The seven priorities are listed below:
- Building Quality, Affordable and Social Housing
 - Health and Wellbeing
 - Successful and Thriving Places
 - Children and Young People
 - Pride in Our Area
 - Green and Connected
 - Targeted Support
- 2.3 The high level plan or 'plan on a page' is at the heart of the Council's performance management framework and is designed to deliver the Corporate Priorities. It contains the priority actions and targets to be delivered over the coming years April 2019 to March 2022. A high level plan was prepared to ensure development of the plan on a page and corporate plan was ready in time for the next financial year.
- 2.4 Research was carried out to identify best practice for the presentation of corporate plans and a preferred approach was created which incorporated the 'plan on a page' and priority mapping.
- 2.5 All on-going work was reviewed to identify the key deliverables under each priority; with the plan reviewed through Heads of Service, Strategic Leads, Departmental Management Teams (DMTs).
- 2.6 Two meetings with the Transformation Performance and Resources Group (TPR) were held to provide the opportunity to input into the draft plan as it developed and attendees were tasked with taking back the information to their teams for comment and feedback.
- 2.7 Progress and continuous input was received through the Executive and CLT at strategic points.
- 2.8 A narrative to support the plan was developed with the final version approved by the Leader, Deputy Leader and Executive.
- 2.9 Council approval is required to enable the corporate plan to commence in the next financial year.

2.10 Over a period of six months and the development of the plan, there have been opportunities for staff, partners and members to contribute as it evolved. This included:

- CLT away days
- Executive briefings with members inputs
- Staff engagement sessions
- Individual sessions with key expert / technical staff
- Discussions at the Partnership away day
- Presentations at DMTs and TPR
- One to One session with Heads of Service and Strategic Leads

3. GOVERNANCE

3.1 The Corporate Director of People is the Senior Responsible Officer for the corporate plan development. CLT are ultimately responsible for the delivery of the plan.

3.2 The corporate plan will form part of a regular reporting cycle; with Corporate Directors responsible for delivery of their departmental plans that support the plan. Regular tracking of outcomes, deliverables and targets will be carried out through Performance and DMTs.

3.3 A risk log has been developed to understand the issues that could impact on the delivery of the plan. A communication strategy will be developed to ensure that staff and residents are clear on the priorities and outcomes we are to achieve. A new Performance Development Review (PDR) process is under development to ensure staff are clear on the priorities and their contribution to the success of the plan.

3.4 It is recommended that the corporate plan is reviewed annually with a report to Executive.

4. PERFORMANCE MONITORING AND MANAGEMENT

4.1 Performance Management is one element of the Council's overall management arrangements, which is focused on ensuring that the Council achieves its ambitions and delivers the corporate plan.

4.2 Performance management ensures that individuals, teams and the overall organisation know what they should be doing, how they should be doing it and take responsibility for what they achieve.

4.3 For the Council to deliver the outcomes that people of Trafford want, it must ensure that there is a performance management framework that:

- is based on key priorities and objectives
- helps to measure the right things at the right time

- ensures the Council provides value for money and prioritise resources sufficiently.
- 4.4 As part of the corporate plan process enablers for delivery of each priority have been identified supported by the development of measures and a definition of 'what success looks like' for each priority.
- 4.5 Following a pilot with the Place DMT a departmental plan template has been created and this has been shared with other directorates for implementation. These will be reviewed through CLT and DMTs and performance monitored and reviewed quarterly.

5. VALUES

- 5.1 Values will act as a catalyst for change and growth and help Trafford define the organisation we want to become so that we attract and retain the right people with our Trafford values. This will enable a framework of behaviours and culture to be developed and unite staff to achieve the strategic priorities set out in the corporate plan.
- 5.2 A change management strategy was launched in December 2018 consisting of a four phased approach built around the principles of engagement, promotion, igniting the passion for change and cementing and embedding the change. The #EPIC was created to underpin the principles.
- 5.3 A number of interactive 'Discovery' workshops were held for staff each led by a Corporate Director. Based on feedback from these sessions a set of values have been developed which are original, inspiring and specific to Trafford. The EPIC mnemonic will be used to frame our values: The proposed values are and descriptions are below:

We EMPOWER – We inspire and trust our people to deliver the best outcomes for our customers, communities and colleagues. We encourage each other to grow, learn and work independently so that we can create and innovate to get the best possible outcomes. We will embrace a learning culture.

We are PEOPLE CENTRED – We value all people, within and external to the organisation and give those around us respect. We will act with honesty and integrity in all that we do, and create an environment that enables everyone we work with to thrive and succeed.

We are INCLUSIVE – We are committed to creating an environment that values and respects the diversity and richness differences bring.

We COLLABORATE – We build relationships, collaborate; treat people as equal partners and work together to make things happen. We take ownership of our actions and decisions and recognise that achieving our priorities is a shared responsibility. We share our skills, knowledge, experience and insights openly to achieve the best possible outcomes.

6. RISK LOG

Issue	Mitigation	Resolved
<p>Lack of a corporate plan negatively impacts the attitude of staff. Lack of direction results in morale problems as the future is uncertain and , unpredictable</p>	<p>Production of corporate plan, departmental plan, ongoing monitoring of performance to plan and how it links with personal objectives and development. Implementation of new values and behaviour framework</p>	<p>In progress</p>
<p>Residents are not clear on our priorities</p>	<p>Publication of corporate plan Communication plan in place to include:</p> <ul style="list-style-type: none"> • Ongoing communication with resident on 'what success like and You said We did • Residents newsletter as vehicle for message progress on plan • Updates to partnership 	<p>On-going</p>
<p>We do not achieve the outcomes</p>	<p>Regular monitoring performance to forecast Exec and CLT to take necessary action and decision to keep on track</p>	<p>On-going</p>
<p>Insufficient resource to deliver</p>	<p>Develop resources plans</p>	<p>On-going</p>
<p>Insufficient investment to deliver</p>	<p>Finance to monitor mid-term financial plan and capital programme to support delivery of priorities</p>	<p>On-going</p>
<p>Change to priorities due to change of administration</p>	<p>Review all party manifestos and undertaken risk assets to understand potential impact of changing priorities</p>	<p>On-going</p>
<p>Impact of Brexit on the plan</p>	<p>Monitor via Task and Finish Group</p>	<p>On-going</p>

Not articulating what success looks like Not clear in our measure or success looks like	Regular review of performance to assert if correct measure are in place Maintaining dialogue with Exec, residents and partners	On-going
Partners priorities may change and impact on the plan	Maintaining dialogue with partners via the Partnership Board and Leaders Lounge	On-going
Impact of GMCA and changing priorities such as GMSF and Clean Air	Ongoing monitoring and liaison with relevant boards Ensure proactive horizon scanning carried out	On-going
Our priorities are not aligned to partners in Trafford priorities	Maintaining dialogue with partners via the Partnership Board and Leaders Lounge	On-going
Translating effectively corporate priorities / lack of a golden thread of performance management	Develop a PDR process that links the priorities, values and corporate plan Launch of the corporate by Exec and followed through by CLT. Regular updates to staff to reinforce messages	On-going

7. NEXT STEPS

7.1 Subject to Council approval, the proposed timetable is:

Indicative Date	Deliverable
March 2019	Report to Council for approval
	Develop Communications plan
	Launch corporate plan
April 2019 onwards	Embed values and develop behaviour framework
	Develop the 'Trafford Together' brand and partner toolkit.
	Link in with Brexit Task and Finish Group to understand impacts on corporate plan
	Ensure departmental plans are aligned and measures of success are accurate
	Launch to Partnership and residents

8. REASONS FOR RECOMMENDATION

8.1 That the Council has a clear indication of the corporate priorities and plan for the next three years and the activities being carried out for monitoring purposes.

Key Decision: No

If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance **NB**
Legal Officer Clearance **JLF**

[CORPORATE] DIRECTOR'S SIGNATURE

A handwritten signature in black ink, appearing to read 'Sarah Saleh', with a long horizontal flourish extending to the right.

Sarah Saleh

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.