



CAI.16 14/15
Challenge and Improvement Committee
28 October 2014

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Subject: Closure report for the Progress and Delivery Working group of the Challenge and Improvement Committee

Report by:	Chief Operating Officer
Contact Officer:	Mark Sturgess Chief Operating Officer 01427 667687 Mark.sturgess@west-lindsey.gov.uk
Purpose / Summary:	To report back on the work of the Progress and Delivery Working Group and to close the project.

RECOMMENDATION(S):
1. That members forward the recommendations from the Progress and Delivery Working Group to the Policy and Resources Committee (responsible for the Performance Management Framework) and recommend that they are adopted.
2. That members agree that the working group should now be closed.

IMPLICATIONS

Legal: None

Financial : FIN/82/15
None

Staffing :None

Equality and Diversity including Human Rights : None

Risk Assessment :None

Climate Related Risks and Opportunities :None

Title and Location of any Background Papers used in the preparation of this report:
Audit Report on the Progress and Delivery system March 2013
Terms of Reference of the Working Group

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** **No**

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** **No**

1. Introduction

- 1.1. The attached paper is a closure report for the Progress and Delivery Working group of the Challenge and Improvement Committee
- 1.2. The five objectives have been met of the working group have been met.

2. Recommendation adoption

- 2.1. Some of the recommendations have already been adopted as part of last year's Corporate Plan refresh process.
- 2.2. Some recommendations form part of the current changes being made to the Progress and Delivery report format and process. The new style progress and delivery reports are on the agenda for this Committee.
- 2.3. The paper recommends that the members of the Challenge and Improvement Committee forward the recommendations from the working group to the Policy and Resources Committee for adoption as this committee has responsibility for the Performance Management Framework.

3. Background

- 3.1. The Progress and Delivery Working group was set up by the Challenge and Improvement Committee on the 30th July 2013 to deliver the objectives outlined below (Full Terms of Reference are available as background paper 1).

4. Review of Objectives of the Group

- 4.1. ***Objective 1 (Complete)*** *Review the rationale supporting the priorities in the Corporate Plan and provide challenge where necessary and recommendations for improvement i.e. is each project based on sound evidence of need; is the project realistic and smart, can the Council and partners deliver it?*

Whilst this action is regarded as complete it will need to be reviewed again when the Corporate Plan is reviewed in 2015 to ensure that the actions it contains are firmly based on evidence of need in the District and that its outcome will address the issue identified.

- 4.2. ***Objective 2 (Complete)***: *Review the process through which the priorities were developed and provide challenge and recommendations on the level of engagement of members, communities and other stakeholders.*

The process through which the priorities were developed was presented to the working group who deemed it appropriate.

- 4.3. **Objective 3 (Complete)**: *Review the measures and process used for reporting progress on the delivery of the Corporate Plan and provide challenge where necessary and recommendations for improvement. e.g. Project plans including key milestones; human and financial resources; risk register; forward plan; communication e.g. were stakeholders, engaged, listened to, was progress regularly reported to them : “You said, we did”, etc. press releases; celebration of success; learning.*

The format of the report was discussed at length and recommendations made to separate it into two separate reports, one tracking progress on Corporate Plan delivery and one tracking the performance of Council services.

Two report formats were presented at the following meeting which identified the proposed sections to be included in each report as follows:

Corporate Plan Progress and Delivery Report – Project status, strategic risks, benefits realisation reviews

Services Progress and Delivery Report – Service performance balanced scorecards, corporate risks, overdue audit actions, capital monitoring and revenue monitoring. This was to be done on an “exceptions basis” ie councillors only receiving reports where the target or measure was off track, or the risk level had altered. The intention is also to give councillors access to all the measures and performance through the members extra-net on a read only basis.

- 4.4. **Objective 4 (Complete)**: *Review the adequacy of the measures and process used for reporting on service performance and provide challenge where necessary and recommendations for improvement*

A set of measures was presented to the group and the rationale discussed. The measures were deemed appropriate where West Lindsey District Council is able to influence the performance. It was proposed that measures should be automated where possible and reporting should be on an exception basis (only reported when off-track).

- 4.5. **Objective 5 (Complete)**: *Review the objectives for each progress and Delivery Report and testing fulfilment and understanding by officers.*

Each of the three reports during the year has a different set of objectives. These were presented to the group and deemed appropriate for the reporting periods in question (**Background Paper 2**)

5. **Recommendations of the group**

5.1 The recommendations of the group are included at appendix 1.

Appendix 1 – Recommendations of the group

No.	Recommendation	Next Steps	Status	Due Date
Corporate Plan				
1	That the structure of the document at chapter three be adjusted to match the themes and priorities approved by Council in September 2013	Complete	Black	
2	That the delivery tables reflect the projects underway for each priority with measures being the measures from the business cases that justified those projects	Complete	Black	
3	That a cross check be undertaken to identify areas which would be removed from the Corporate Plan based on this approach	Complete	Black	

The Progress and Delivery report				
4	That the structure of the Progress and Delivery report follows the structure of the Corporate Plan at chapter three for ease of referencing.		Green	31st January 2014
5	That the Progress and Delivery report tracks progress of projects through the project lifecycle stages as well as measuring the success of projects.		Green	31st January 2014
6	That service performance is reported in a separate document based on exception reporting (off track performance only).		Green	31st January 2014
7	That a balanced set of performance measures be developed for each service delivered by the council		Green	31st January 2014
8	That Service performance measure reporting be automated where possible		Green	28th February 2014
9	That the process through which the priorities were developed, as presented is robust.	Complete	Black	
10	That the objectives for each Progress and Delivery Report are appropriate	Complete	Black	