



OVERVIEW AND SCRUTINY COMMITTEE

13TH MARCH 2018

AGENDA ITEM (10)

SERVICE DELIVERY PLANNING

Accountable Members	Councillor Mark F Annett Leader of the Council Councillor C Hancock Cabinet Member for Enterprise and Partnerships
Accountable Officer(s)	Christine Gore Executive Director (Commissioning), Publica 01285 623605 christine.gore@publicagroup.uk

Purpose of Report	To provide a general update on progress with Service Delivery Planning
Recommendations	That the Committee considers and comments upon the report.
Reason(s) for Recommendation(s)	To provide an opportunity for the Committee to engage in the on-going development of the service delivery planning and performance monitoring framework

Ward(s) Affected	All
Key Decision	No
Recommendation to Council	No

Financial Implications	None directly arising from this report
Legal and Human Rights Implications	None directly arising from this report
Environmental and Sustainability Implications	None directly arising from this report
Human Resource Implications	None directly arising from this report
Key Risks	Identified within previous Council reports
Related Decisions	Council, 27 th September 2016 - Formation of Teckal Companies Council, 13 th June 2017 - Vires Audit

	<p>Council, 19th October 2017 - (i) Re-affirmation of support for company establishment; and (ii) approval of Council retained officer structure and delegations as a consequence of establishment of shared services company</p> <p>Overview and Scrutiny Committee, 5th December 2017 - initial consideration of draft Commissioning Framework and Member Liaison Group proposals</p> <p>Overview and Scrutiny Committee, 6th February 2018 – further consideration of governance arrangements, including the draft commissioning framework and the Member Liaison Group</p>
Background Documents	Council reports - 27 th September 2016, 13 th June 2017 and 19 th October 2017
Appendices	Appendix A - Group Plan and Service Plans for Environmental Services

Performance Management Follow Up	Previous Council Reports have identified on-going governance and control arrangements
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Options for Joint Working	Publica is an example of joint working across local authorities
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<p>Background</p> <p>1. <u>Introduction and Background</u></p> <p>1.1 At the last meeting of the Committee, as part of the Publica Update report, members were reminded that the approved principles for the Council's relationship with Publica set out the arrangements with regard to service standards and performance as follows:</p> <ul style="list-style-type: none"> • Current service plans and service levels are used for the service specifications for the company • Additional services and standards can be specified at any time by each Council at additional cost • Meetings are held between the Company representatives and relevant Service Portfolio Holder(s) for each Council • Each Council has the right to summon a Company Director (or appropriate substitute) to account to Overview and Scrutiny Committee <p>1.2 It was also reported at that meeting that the Service Standards had been approved by the Council in 2016 and as a contract existed between the Council and Publica, any amendments to those standards would be dealt with as a separate issue. Service specifications and standards were currently operating at the same level as prior to the launch of Publica, with the agreement that levels would be worked on prior to March 2019.</p> <p>1.3 In addition, and in response to the need to establish baselines for performance monitoring, the Committee was advised that the Executive Director (Commissioning) had undertaken meetings to develop a new prototype for Service Delivery Plans and she agreed to present draft service plans and performance indicators to this meeting.</p> <p>2. <u>Service Delivery Planning</u></p> <p>2.1 A new template has been developed for Service Delivery Plans, which provides greater clarity about how individual tasks and projects contribute to the delivery of the Council's priorities, and enables every member of staff to understand how their own work contributes to that. Given that</p>
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the organisational design of Publica will not be finalised until March 2019, the need for flexibility in the production of these Plans has been recognised. As a consequence, there will be a suite of plans for each Group Manager's area of responsibility, consisting of Service Plans, which will cover an individual Manager's functional responsibilities, and a Group Plan which will pull these together at a more strategic level. New and/or revised performance indicators will be derived as these plans are produced.

2.2 Attached as **Appendix A** to this report are the Group Plan and Service Plans for Environmental Services. The Head of Environmental Services led a small group of colleagues to develop the template and has completed her plans to function as a prototype for other service areas. She will attend the Committee to provide a more detailed explanation of the template than it is possible to do in writing.

2.3 All Group Managers are now working on the preparation of the relevant plans for their own areas, with a requirement in the majority of cases for these to be completed by the end of March. These will not be 'final' plans, but will be available for review by the Committee, should it so wish, over the next six months, with a view to final versions being completed by September this year by the customer facing services to allow the support services to prepare their plans taking into account the relevant requirements for service delivery.

3. Performance Monitoring

3.1 The individual Service Plans will include performance indicators. As part of the work being undertaken to complete the relevant plans, Group Managers are reviewing existing indicators to ensure that they remain fit-for-purpose, and are being asked to identify any other appropriate performance measure(s). This process will involve consultation with relevant Cabinet Member(s).

3.2 The new indicators will seek to demonstrate how each service will achieve its stated purpose, and provide service assurance. Officers are being asked to use leading, real time measures wherever possible and, ideally, include a measure of user satisfaction.

3.3 As we complete service design, these measures will evolve based on a better understanding of the end-to-end customer journey. They can also be amended to reflect any changing priorities and objectives of the Council moving forward.

(END)