CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITEE

Date of Meeting	Thursday, 17 January 2019
Report Subject	Financial and Business Planning cycle
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

A previous meeting of this committee requested an illustration of the planning cycle for financial, business and performance planning. This is presented in a diagrammatic model and also described in a presentation to aid understanding.

In addition a request was also made to provide the range of performance information across the services which is available for performance monitoring and reporting. This information has been collated and is provided as an initial demonstration of service data which can be used for regional and national benchmarking, management information and trend reporting. Some data sets continue to be under development, or very new; others have work undertaken each year to refine and improve them.

Corporate Resources Overview and Scrutiny Committee have the overview of resource planning within their remit and can advise how this information can be most effectively shared used by members for organisational planning and monitoring.

RECOMMENDATIONS	
1.	To receive and comment upon the financial and business planning cycle.
2.	To advise on how the Council might best use the performance information for organisational planning and monitoring.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	**Financial and Business Planning cycle** The main parts of the finance and business planning cycle are medium term and annual financial planning, the Council Plan and supporting business strategies and plans, and external partnership strategic planning. Within each there are a number of outputs, some of which are statutory such as 'setting the budget', publication of the Improvement / Council Plan, the Annual Governance Statement, and the Well-being Plan. These have set dates and are supported by processes which involve planning, forecasting and reviewing.
1.02	The annual cycle of these processes and their final output are described across the calendar year as attached at Appendix 1. A presentation will be provided to assist with the understanding of this complex cycle.
1.03	**Key Performance Information** In recent years, Members have been presented with data from the measures agreed as part of the Council Plan as well as service portfolio specific data. The collation of relevant data about service performance to share with this Committee has been a useful exercise. It has included deriving information from both our directly provided services and those we provide through alternative models such as Aura Sports and Leisure, or in partnership, such as Theatr Clwyd.
1.04	There is a rich source of performance information, be it for trend, benchmarking or management information purposes. The range of performance data and information has been collated from various sources, including national datasets (Welsh Government and the Welsh Local Government Association), benchmarking datasets (such as those from APSE – Association of Public Service Excellence) as well as additional locally developed datasets (such as Finance performance indicators). Some service areas have well developed data sets such as Social Services, Education, Highways, Sports and Leisure and Housing services. Others, less so, such as the corporate services. This has arisen from historical policy decisions such as Compulsive Competitive Tendering in the 1990's and Best Value in early 2000, when performance data was included in specifications and contracts.

	National datasets include the Public Accountability Measures (PAMs) which are reviewed and developed by the local government family, facilitated by the WLGA and Data Cymru. There are few datasets which remain consistent for long periods of time as they are influenced by both national and local policy changes. For example previous well-developed datasets for both Social Services and Education have (and are) being reviewed nationally to reflect significant policy changes (such as the Social Services and Well-being Act). Other datasets such as the PAMs are reviewed each year for improvement and development. The most recent developing service area dataset is in corporate services, where Flintshire is one of the founder pilot authorities involved in developing a range of information with the professional support and experience of APSE.
1.05	The sets of information provided in Appendix 2 are our initial collation of where relevant data sets and performance indicators are derived. As has been explained, these sets can vary over time nationally and changes can take place on an annual basis.
1.06	Members are asked to consider the information presented and provide direction as to what the next steps might be.

2.00	**RESOURCE IMPLICATIONS**
2.01	There are no specific resource implications for this report.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Information has been sought from national and local bodies to build up the information sets. Chief Officers have supported and collated relevant information.

4.00	**RISK MANAGEMENT**
4.01	As an information provider, the Council is rich in information sources. The risk is that too much information can lead to confusion and distraction. The action that needs to be taken is to ensure that all information is relevant and valued; i.e. 'that we measure what we value' and not 'value what we measure'.

5.00	**APPENDICES**
5.01	Appendix 1: Financial and Business Planning cycle Appendix 2: Key Performance Indicators

6.00	**List of Accessible Background Documents and Contact Officer**
6.01	WLGA PAMs Guidance: http://www.dataunitwales.gov.uk/SharedFiles/Download.aspx?pageid=30&mid=64&fileid=240 APSE Performance Networks: http://www.apse.org.uk/apse/index.cfm/performance-networks/# **Contact Officer:** Karen Armstrong **Telephone:** 01352 702740 **Email:** karen.armstrong@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan. **APSE:** The Association for Public Service Excellence (APSE) is a networking community that assists local authorities who are striving to improve their frontline services. APSE works with more than 250 local authorities across the UK to advise and share information and expertise on a broad range of frontline public services. These councils are supported by a team of experts, who draw upon a wealth of knowledge in areas such as policy and practice, as well as in vital frontline service areas. APSE has also developed the innovative Performance Networks service, which is the largest national voluntary local government benchmarking service.