

LGA Business Plan and Performance Monitoring

Purpose

For discussion and direction.

Summary

The LGA currently produces an annual business plan, agreed by the Leadership Board and LGA Executive and published in April each year, alongside the annual budget. Within the priorities set out in the plan, Boards agree their work programmes in September each year. Formal monitoring is undertaken via four quarterly reports to Leadership Board and to the Senior Management Team.

This paper proposes that we roll forward the current business plan to September 2016, subject to the inclusion of an additional priority on “Promoting Health and Wellbeing”, and in future adopt a high level rolling three-year business plan, supported by an annual work programme, with a streamlined performance reporting framework.

A copy of the business plan, with the additional priority and an updated foreword to reflect the change in Chairman and Chief Executive will be circulated on a supplemental agenda.

Recommendations

That the Leadership Board:

1. Agree to move to a 3-year rolling business plan;
2. Agree to roll forward the current 2015/16 business to September 2016, with the inclusion of one additional priority “Promoting Health and Wellbeing”; and
3. Agree the proposed performance monitoring framework set out in paragraph 8.

Action

Head of Corporate Services to put in place revised business planning and performance monitoring arrangements.

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LGA Business Plan and Performance Monitoring

Background

1. The LGA Business Plan is agreed by the Leadership Board and Executive in March each year along with the budget.
2. The Business Plan sets the strategic priorities for the LGA. In 2015/16 these are:-
 - 2.1. Funding for Local Government;
 - 2.2. Devolution;
 - 2.3. Economic growth, jobs and housing;
 - 2.4. Sector-led improvement; and
 - 2.5. Our own efficiency and effectiveness.
3. In 2015, “Public Service Reform” was replaced with a new “Devolution” priority. The remaining four have remained unchanged over the past four years.
4. The LGA’s Revenue Support Grant (RSG) bid is prepared and submitted in the Autumn, with confirmation of the allocation in December. Increasingly, the bid is made up of a series of specific services that the LGA undertakes to deliver over the 12 month period.
5. The LGA Boards and portfolios set their work programmes in September/October each year, on the basis of commissions agreed by the Leadership Board in July. In July this year, Leadership Board agreed four priority commissions:
 - 5.1 Devolution and the future shape of local government;
 - 5.2 Housing;
 - 5.3 Finance; and
 - 5.4 Promoting health and wellbeing.
6. With the exception on 5.4, these map onto the current strategic priorities of the Business Plan.

The proposal

7. Given the high level nature of the Business Plan, and the important role of the LGA Annual Conference in engaging our membership, launching campaigns and setting future policies and direction, it is proposed that the LGA moves to a three-year rolling Business Plan, agreed in September each year.
8. As an interim step, it is proposed that the 2015/16 Business Plan is rolled forward to September 2016, subject to the addition of one further priority – “Promoting Health and Wellbeing” - to align with the priority commissions agreed by Leadership Board in July 2015.

9. The Business Plan will be underpinned by an annual work programme, with key performance indicators, covering
 - 9.1. RSG-funded commitments;
 - 9.2. Board/portfolio work programmes (agreed annually in September);
 - 9.3. Organisational priorities, including commercial activities; and
 - 9.4. Corporate health targets.
10. The work programme will form the basis of the annual budget setting, with the LGA budget continuing to be agreed in March.
11. Monitoring will be undertaken by the Leadership Board and Strategic Management Team (SMT) and will comprise:
 - 11.1. Quarterly monitoring reports to SMT;
 - 11.2. 6 month and 12 month exception reports to Leadership Board;
 - 11.3. 6-weekly Chief Executive reports to Leadership Board; and
 - 11.4. Annual membership survey.

Next steps

12. A report setting out the Leadership Board's recommendation will be taken to the December Executive meeting. The work programme and budget will be presented to Leadership Board in March 2016.