

<b>Report For:</b>	<b>Executive</b>
<b>Date of Meeting:</b>	26 April 2021
<b>Report Of:</b>	<b>Luton 2040</b>
<b>Report Author:</b>	<b>Sinead McNamara</b>
<b>Subject:</b>	Luton 2040 governance and performance reporting
<b>Lead Executive Member(s):</b>	Cllr Hazel Simmons
<b>Wards Affected:</b>	All
<b>Consultations:</b>	<div> Councillors <input checked="" type="checkbox"/> </div> <div> Scrutiny <input checked="" type="checkbox"/> </div> <div> Stakeholders <input checked="" type="checkbox"/> </div> <div> Others <input checked="" type="checkbox"/> </div>

## Recommendations

### 1. The Executive is recommended to:

- (i) Approve the performance management and governance model (Appendix A).
- (ii) Approve the proposed Luton 2040 KPIs and the corporate performance KPIs (Appendix B) and reporting models.
- (iii) Approve the delivery plan templates and reporting which will show progress against each of our Luton 2040 priorities and target outcomes (Appendix C-G).

## Background

2. Our town-wide vision for Luton 2020-2040 – ‘a place to thrive’, was signed off by the Executive and launched in October 2020, following consultation with staff, residents and partners across the town. The vision sets an ambitious blueprint for the future of Luton to be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty. It also included five strategic priorities and 25 target outcomes, as well as additional information on the strategies for Luton 2040.
3. The Council’s new Corporate Plan was signed off by Executive on 1<sup>st</sup> February 2021. This document is the council’s response to the Luton 2020-2040 vision. It outlines how the council intends to deliver on the vision as an organisation – playing its part through the services and interventions it delivers. It is aligned to the 2020-2040 vision to ensure that the strategic priorities of the council match the vision and the objectives of the two boards. It informs how the council delivers its services and subsequent plans will flow from this and includes a sixth priority focused on internal finance, performance and resources.
4. It had been agreed by CLMT, Overview & Scrutiny Board and Executive that a new performance scorecard would be developed by officers focused on the five priorities and 25 target outcomes that are included within the vision. It would also include three overarching poverty measures.

5. To ensure delivery against the Luton 2020-2040 vision and Corporate Plan, a new performance management framework had been produced (see Appendix A). This will be supported with new service plans and rigorous performance monitoring and be closely linked with finance, resources and Future Ready.
6. Performance management is about the approach and systems implemented to manage and improve performance. It is an inherent part of the Council's culture and is fundamental to the achievement of our vision and Corporate Plan. It also helps us to place our residents at the centre of what we do as they can see how well we are doing and how we intend to improve.
7. Performance management is key to achieving high quality service delivery and delivering our priorities, and as a result improving outcomes for the people of Luton. It is about having the information needed to allow us to quickly take action if service delivery or outcomes are not as expected.
8. Good performance management offers the council many benefits including: Supporting the council's wider vision for Luton 2040; driving continuous improvement; helping to clarify our corporate priorities and how they fit in the bigger picture; helping to measure whether priorities and outcomes are being delivered; promoting accountability and transparency; enhancing governance; enabling value for money to be demonstrated; instilling confidence in employees, service-users and scrutiny; protecting and enhancing the council's reputation and an opportunity to present successes and challenges on a regular basis; supports corporate working and breaks down silos; it will be intelligence led and will support members when having to make investment and savings decisions and it forms part of Future Ready and a new way of working ("new normal").
9. Elected Members have a key role in prioritising and scrutinising improvement activity through the committee process including: The approval of the Corporate Plan, Financial Plans, high level strategies and annual reports to ensure the needs of Luton's residents have been taken into account. Members play a key role in regularly reviewing the key performance indicators and asking the pertinent questions and challenging all examples of over and under-performance and questioning whether value for money is being achieved in the areas concerned. Members also act as the link between the council and local people who wish to get involved in planning and assessing services.
10. There is also a lot of evidence to suggest that councils which have been most successful in introducing performance management are those that have moved from a 'traditional' to a 'performance improvement' culture. Luton Council is focused on a culture of improvement where everyone in the council is determined to improve services and outcomes. Members and officers are focused on strategic issues and citizens' needs and have set out a clear vision through Luton 2020-2040.

## **The Current Position**

### **Delivery and Performance Management Framework**

11. To ensure delivery against the Luton 2020-2040 vision and Corporate Plan, a new performance management framework has been produced (appendix A). This sets out our intended model for how we are going to measure and monitor progress against our priorities and target outcomes.

## Luton 2020 – 2040 and the corporate KPIs

12. A new Luton 2040 scorecard has been produced and is made up of approximately 40 KPIs (see appendix B, tab 1). Following two sets of consultation with officers, members and partners, the KPIs have been updated and appendix B, tab 1 sets out the proposed measures for Luton 2040. These are system-wide and high-level KPIs that the Council along with its major partners, contribute to delivering across Luton. It is proposed that these are reported twice a year to the strategic partnership boards, Luton 2040 Board, Overview and Scrutiny Board and Executive. The report will also include an update on progress against the Luton 2040 delivery plans (covered later).
13. The second of the performance scorecards (appendix B, tab 2) will be an internally focused organisational scorecard and includes KPIs that demonstrate the ability of our services to deliver effectively towards the Luton 2020-2040 Vision. It includes measures relating to our Medium Term Financial Plan, People Plan and Future Ready programme to monitor our progress in terms of financial savings and efficiency, workforce capability, productivity and service design. Statutory KPIs and “high-profile” BAU KPIs will also be included within this scorecard. It is proposed that these are reported on a quarterly basis to Overview and Scrutiny Board and Executive.
14. The KPIs listed are specifically focused on delivery against our five strategic priorities and the 25 target outcomes and those where we can make a real difference over the next 3 – 5 years as we lay the foundations to delivery of Luton 2040. As we move out of recovery from the impacts of COVID-19, our KPIs will need to be reviewed and updated. It is intended that officers, partners and members review these on an annual basis to ensure the right KPIs are being used and make changes where necessary.
15. There are a few important factors that need to be taken into account:
  - A number of projects / strategies are still in production or yet to begin. It is therefore not possible to agree some of these measures and they will need to be updated / added when the projects / strategies get signed off. This will happen in consultation with members and form part of the reporting and annual review process. The below information (set out under Bullets 17 – 28) provides more detail on those priorities and KPIs where further work still needs to progress.
  - We are still in the middle of the pandemic and this will be impacting on our data and / or ability to move forward at pace with some of our projects.
  - As this is a new way of working, the model will be evaluated and tweaks made to ensure the best possible information is being provided to members, officers, partners and residents and also to ensure we are delivering against what we have set out against the vision and corporate plan. It is proposed to carry out an annual review of our corporate plan and KPIs.

***Securing a strong economic recovery from COVID-19, which protects businesses, jobs and incomes and enables us to build a more inclusive economy.***

16. As Luton moves out of recovery from the impacts of the pandemic, we will be able to progress a number of our aspirational measures around investing in Luton and the Business Charter work stream. This particular strand of work will feed into delivery across a number of the priorities for example a Child Friendly Town and being a carbon neutral town by 2040. Over the coming year, the Service Director for Inclusive Growth will be progressing this and updates will be shared with members as we move forward.
17. The Town Centre Master Plan will be published in the summer of 2021. Once this has been adopted, the team will be able to set the KPIs for delivery of the plan. These proposed measures will be shared with members at a future meeting.

***Protecting the most disadvantaged in our town by prioritising services and interventions that focus on prevention, alleviate the impact of poverty and reduce health inequalities.***

18. The Health and Wellbeing Board are currently working on a COVID recovery plan for the town. The measures agreed as part of the plan may need to be reflected in the Luton 2040 and corporate KPIs.

***Making Luton a child-friendly town, where our young people grow up feeling happy, healthy and secure, with a voice that matters and the opportunities they need to thrive***

19. Work is just beginning on the co-production of a Child Friendly Plan therefore the KPIs will need to be updated once the plan has been signed off and adopted. From research conducted on other towns and cities, the measures we have included should contribute to the delivery of a child friendly town, but without the plan worked up in detail and measures discussed and agreed with our children, young people, partners, officers and members we can't be entirely sure.
20. It should also be noted that there are a number of priorities and target outcomes within the Luton 2020-2040 vision and corporate plan that will contribute to the delivery of a child friendly town.

***Reducing our net carbon emissions to meet our long-term goal to be a carbon neutral town by 2040***

21. Using Luton's Current Emissions Profile a target has been set for a cumulative reduction of 9% pa in the council's energy demand purchased / usage of electricity and gas across the council – reported annually and reviewed at least every three years. This is recorded through data supplied by all services across the Council for example: transport, housing, energy contracts, buildings, construction and schools. To be successful in achieving this target further work needs to happen internally which the Climate Change team is leading on.
22. The Service Manager for Climate Change is reviewing if the new LGA model can be used on a town-wide basis to enable partners to record, monitor and feed into the percentage reduction for the town.
23. LLAL are currently working on a new sustainability strategy and net zero strategy. Once these are adopted, new measures will be discussed and added to the Luton 2040 and Corporate KPIs. This will also include measures relating to the DART.

***Ensuring that Luton continues to benefit from a strong and empowered community, which supports fairness, equality, local pride and a powerful voice for all our residents***

24. A number of the work streams which feed into this priority are just getting underway and it is therefore likely that a number of updated measures will be proposed for both the Luton 2040 and the Corporate KPIs.
25. The Social Justice Service manager is currently exploring an aspirational target which looks at the value of local public VCS commissioning and grants. There is a big piece of work being done through procurement which is looking at the social value work through Luton council. It will also require all commissioners to contribute to this process. Once a measurement tool is developed it can be shared, consulted on and hopefully rolled out.
26. A new Social Justice Strategy and Equalities and Diversity Strategy are being produced. These will go out for consultation and engagement and proposed measures will be discussed as part of this process.
27. A lot of work has progressed on the Fairness Taskforce. This is currently being done in partnership with the Young Foundation who are currently working up the proposals in more detail and exploring funding opportunities to enable the Fairness Taskforce to be delivered.
28. Once the KPIs have been signed off, the intention is to provide a more detailed report which sets out the starting position for the Luton 2040 and Corporate KPIs and will include any baseline information we already have and also the targets being set for the next 3-5 years.

## **Delivery plans**

29. To ensure delivery against our target outcomes, officers have produced high-level delivery plans (see appendix C-G) which show progress against the tangible achievements set out in the Luton 2040 vision. These are focused on projects and initiatives that will be delivered over the next 3 – 5 years as we lay the foundations to the delivery of Luton 2040.
30. The delivery plans are there to provide summary information and will sit alongside services detailed strategies and project plans. It is not intended that services complete detailed project plans as in many cases, services already have these in place.
31. These delivery plans will also run alongside the Economy Recovery Plan, the Health Inequalities Delivery Plan and the Children's Improvement Plan. Services will not complete separate delivery plans for these specific strands.
32. The delivery plans and progress reports will form part of the overarching report to the Luton 2040 Board, Overview and Scrutiny Board and Executive. It is proposed that these reports are presented twice a year. This will be supported with an overarching project plan summary which shows progress against all the Luton 2040 projects underway. The report will focus on highlights / successes and any challenges faced. It is proposed to include further detailed information as an appendix to allow members the opportunity to read more detail if they wish, but only include high level information in the main summary report.

33. There are a number of projects yet to begin and as these come on stream, officers will complete the delivery plan project template setting out the overarching objectives of the project, key milestones and where there may be a requirement for budget or resource requests.
34. As detailed above, this is a new way of working and there will be a need to review and evolve the process to ensure it is delivering against the principles set out above. The review stages will assess whether or not we are on course to deliver our outcomes, objectives and targets, so that corrective action(s) can be taken where needed, and success can also be celebrated. This stage focuses on evaluating, or self-assessing, rather than monitoring. Review will occur at all levels within the performance framework but will culminate in a formal review process annually.

### **Key Risks**

35. If we do not have the performance management framework and necessary tools in place to monitor our progress against the delivery of the Luton 2040 Vision and the Corporate Plan, there is a real possibility we could fail to deliver on our priorities. This will impact on our residents, partners and the Council.

### **Consultations**

36. Two sets of consultation have taken place with officers, members and partners.

### **Alternative options considered and rejected (please specify)**

37. N/A

### **Appendices Attached**

38. Integrated Impact Assessment

### **List of Background Papers - Local Government Act 1972, Section 100D**

39. Appendix A – Performance Management Framework  
Appendix B – Luton 2040 KPIs and Corporate Performance Measures  
Appendix C – Overarching Luton 2040 Project Plan  
Appendix D – Economic Priority delivery plans  
Appendix E – Protecting the most disadvantaged delivery plans  
Appendix F – Becoming a green and more sustainable Priority delivery plans  
Appendix G – A town built on Fairness Priority delivery plans

## Implications - an appropriate officer must clear all statements

For CLMT only Legal and Finance are required

### Required

Item	Details	Clearance Agreed By	Dated
<b>Legal</b>	No specific legal requirements for the Council.	Jasbir Jasen	31 <sup>st</sup> March 2021
<b>Finance</b>	The performance management framework requires no further investment at this stage, though as we move forward, further investment proposals may emerge for delivery of bespoke projects. These will need to be affordable, provide value for money and be integrated into the Council's Medium Term Financial Plan.	Darren Lambert, Finance Business Partner	6 <sup>th</sup> April 2021
<b>Equalities / Cohesion / Inclusion (Social Justice)</b>	<p>The recommendations are in line with the Equality Act 2010 and the 3 aims of the Public Sector Equality Duty:</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act (Equality Act 2010)</li> <li>• Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.</li> <li>• Foster good relations between people who share a relevant protected characteristic and those who do not share it.</li> </ul> <p>In addition to our single-unifying mission to tackle poverty and ensure that everyone can thrive, it is also built around three underlying commitments. These commitments are designed around the values and aspirations of everyone in our town as well as the important challenges we must address in order to achieve our long-term ambition as a town.</p> <p>Tackling inequality – A town built on fairness and tackling inequality is at the heart of the challenge we face in ensuring that everyone in Luton has the opportunity to thrive by achieving more equitable outcomes for all of our residents. We will achieve this by working together across our town to overcome structural barriers such as discrimination and by empowering every part of our community to</p>	Maureen Drummond, Equality and Diversity Adviser	25 <sup>th</sup> March 2021

Item	Details	Clearance Agreed By	Dated
	<p>have a powerful voice that makes a real difference.</p> <p>Over the coming months, a number of new initiatives will be explored and driven through the Council and partners with our residents. This also includes a new Social Justice Strategy and an Equalities and Diversity Strategy.</p>		
<b>Environment</b>	<p>Becoming a greener and more sustainable town, to meet our long-term ambition to be carbon neutral and climate resilient by 2040 is one of the six priorities that forms part of the vision and corporate plan.</p> <p>This ambitious commitment will require everybody in the town to play a role in reducing emissions and changing behaviour to make Luton a greener town. Although this is a long term ambition, we will take immediate action over the next five years to move towards our goal of being a carbon neutral town. The 9% reduction target will require the support and buy in of all Council departments. This will require new ways of working and reporting and work is now underway.</p>	Keith Dove, Strategic Policy Adviser	25 <sup>th</sup> March 2021
<b>Health</b>	<p>The Health and Wellbeing Board will drive the work of the Population Wellbeing Strategy which will contribute the overarching delivery of Luton 2040 and the Corporate Plan. This will include the Health Inequalities Action Plan, focussed on achieving better and more even health outcomes for residents of all ages, along with specific actions relating to children and young people, adults and older people.</p>	Sally Cartwright	26 <sup>th</sup> March 2021

## Optional

Item	Details	Clearance Agreed By	Dated
<b>Community Safety</b>			
<b>Staffing</b>			
<b>Other</b>			