



## **REPORT of CHIEF EXECUTIVE**

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**to  
COUNCIL  
5 APRIL 2017**

### **CORPORATE PLAN, KEY ACTIVITIES, INDICATORS AND TARGETS 2017/18**

#### **1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek the Council's approval of the proposed Corporate Activities, Performance Indicators and Targets for 2017/18 and for their inclusion in the annual update to the Corporate Plan (2015/19).

#### **2. RECOMMENDATIONS**

- (i) that the proposed 2017/18 Key Corporate Activities as detailed in **APPENDIX 1** are approved;
- (ii) that the proposed 2017/18 indicators/measures and targets as detailed in **APPENDIX 2** are approved;
- (iii) that the 2017/18 Update of the Corporate Plan (2015/19) as set out at **APPENDIX 3** is approved and adopted.

#### **3. SUMMARY OF KEY ISSUES**

##### **3.1 Background**

- 3.1.1 The Corporate Plan is an over-arching document, detailing the Council's goals and objectives. It provides focus and direction so that all services are clear on how operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.
- 3.1.2 A new Corporate Plan covering the period 2015/2019 was approved and adopted by Council in February 2015 (Minute 828). The Plan sets the vision and corporate goals that Council has agreed to focus on over the four year period, along with a suite of objectives associated with each of these goals that it wishes to see achieved.
- 3.1.3 Each year Key Corporate Activities (KCAs) are included in the updated Corporate Plan. For 2017/18, the Corporate Leadership Team (CLT), in liaison with the service managers, has identified and proposed activities that will help contribute to the achievement of the corporate goals and objectives. These were submitted to the November 2016 meetings of the programme committees and endorsed.

- 3.1.4 These KCAs will be monitored at a corporate level with quarterly reports submitted to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the objectives and the Overview and Scrutiny Committee scrutinise decisions made by and the performance of, the committees and services.
- 3.1.5 As in previous years, services have proposed the performance indicators / targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. For those designated as “tracking measures” it is inappropriate to set targets because the Council is not totally in control of the performance, but establishing these measures will help us to confirm the impact of our actions on the objectives.
- 3.1.6 All of these indicators / measures will continue to be monitored corporately.
- 3.1.7 There will be additional activities and indicators outlined in the individual service Business Plans which will contribute to the Council’s overall goals, but as these will be at a more operational level, they will be monitored and managed within the service.
- 3.1.8 The Business Plans are scheduled to be submitted to the programme committees for approval in May/June 2017.
- 3.1.9 Copies of the approved Business Plans will be attached to TEN (the Council’s Performance and Risk Management System) to which all Members have access.

### **3.2 Areas for Decision / Action**

- 3.2.1 Approval is sought for the Key Corporate Activities (KCAs) proposed for 2017/18, as detailed at **APPENDIX 1** to this report, which have been endorsed by the programme committees and will be monitored corporately.
- 3.2.2 Some of these activities remain unchanged from those agreed for 2016/17 given that these actions have longer term target dates, for example relating to the Local Development Plan, delivery of the required infrastructure, maximising benefits from the development of a new nuclear power station at Bradwell and delivering the Medium Term Financial Strategy. For other activities, specific projects are to be established against which progress can be effectively assessed. For example, the KCA linked to implementing health and wellbeing projects with partners will identify projects to meet local priorities regarding obesity, old age frailty and educational attainment.
- 3.2.3 New KCAs added for 2017 / 18 are:
- Develop a package to promote the District as a place of choice to start and grow a business
  - Co-ordinate the delivery of an Enterprise Centre for the Maldon District
  - Agree the vision for the Council’s Transformation Strategy and a programme of transformation projects for implementation
  - Embed the process for the approval of externally funded corporate projects before submission to Council.

3.2.4 2016 / 17 activities not being carried forward in 2017/18 include:

- **Promote and support improved Broadband connectivity** – a significant amount of progress has already been made through the work of BDUK and will continue to be monitored by the Economic Development Team.
- **Mobilise the Waste Contract** - The contract has been successfully implemented and the service continues to embed with excellent public participation in the recycling scheme.
- **Implement the agreed devolution agenda** - No further progress has been made in the preparation and submission of a Greater Essex devolution bid to Government.
- **Implement the Essex-wide building control shared service** – In July 2016, Council agreed not to go ahead with the shared service option. The Building Control Manager will be working with other adjacent local authorities to explore other opportunities and consider how resilience can be built into the service.

3.2.5 When establishing and agreeing the KCAs and the indicator targets for 2017 / 18, the focus has been on re-assessing what can realistically be achieved with the resources available. However, stretching targets have been set where possible.

3.2.6 Approval is also sought to the indicators/measures and proposed targets as detailed at **APPENDIX 2**.

3.2.7 The second Annual Update to the approved and adopted four year Corporate Plan (2015/19) is proposed. The 2017/18 Update incorporates the revised and new Key Corporate Activities and a summary of indicators/measures and proposed targets.

3.2.8 Council on 16 February 2017 resolved to defer approval of the 2017 / 18 Update pending some further Member engagement to provide greater strategic direction to officers. In the light of this, three Member workshop sessions were arranged (8, 15 and 23 March) where all Members were invited to put forward their views on the content and layout of the draft 2017 / 18 Update. As a result of these sessions the following changes have been made, with the agreement and full support of the Members in attendance, to the proposed Update:

(i) Retention of four of the existing corporate goals:

- Strengthening communities to be safe, active and healthy;
- Protecting and shaping the District;
- Creating opportunities for economic growth and prosperity; and
- Delivering good quality, cost effective and valued services;

alongside the deletion of the previous fifth goal “Focusing on key projects”, with individual, still relevant projects each being identified as a key corporate activity under one of the four remaining corporate goals;

(ii) Strengthening of the Economic Prosperity goal, with further objectives identified, specifically ‘foster a positive environment for business’ and ‘improve infrastructure to meet the needs of the business community’ and new

KCAs defined, relating to co-ordinating the delivery of an Enterprise Centre, a promotional business package and the development of a Local Business Forum and Chambers.

- (iii) Making the Council's Vision more succinct and memorable - "To make Maldon District a better place to live, work and enjoy";
  - (iv) Inclusion of the Core Values, which guide the way the Council seeks to serve the community;
  - (v) deletion of the Foreword from the Leader and Chief Executive;
  - (vi) redefining 'High Level Outcomes' under each corporate goal as 'Objectives';
  - (vii) a clear steer on the visual presentation and layout of the document, including the introduction of an image, portraying the vision and depicting the equal importance of the four corporate goals, that can be replicated throughout the Council and associated materials/mediums, and the use of 'Sense of Place' graphic language.
- 3.2.9 Approval is sought for the 2017 / 18 Update to the Corporate Plan (2015/19) as set out in **APPENDIX 3**.

### **3.3 Reporting 2016 / 17 Performance to the Public**

- 3.3.1 In accordance with the Council's principle of being transparent and accountable we publish performance information on the web site and report whether we have made progress towards achieving the corporate goals and objectives stated in the Corporate Plan.

## **4. IMPACT ON CORPORATE GOALS**

- 4.1 The key corporate activities detailed in **APPENDIX 1** are linked to the corporate goals and objectives stated in the Corporate Plan 2015/19. To ensure that Maldon District Council is progressing towards or achieving these goals, it is important that performance is monitored and managed against targets and milestones.
- 4.2 To ensure that it is being transparent and accountable to the community, the Council needs to be able to demonstrate that it is monitoring and managing performance effectively.

## **5. IMPLICATIONS**

- (i) **Impact on Customers** - Business planning and performance management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.

- (ii) **Impact on Equalities** – The Council aims to understand the needs of our staff and customers and making sure that our policies and services are designed to meet these needs and are implemented appropriately.

Maldon District Council (MDC) is committed to providing equal opportunity of access to services and working towards developing communities that are free from discrimination.

Effective performance management will assist the Council in determining whether it is achieving this.

- (iii) **Impact on Risk** – Without agreed and clearly stated corporate goals and objectives, the Council will be at risk of not effectively focusing its work and, in turn, efficiently directing limited resources.

Those risks which may prevent the Council from achieving the corporate goals stated in the Corporate Plan are identified and reviewed on an annual basis.

These are recorded on the Corporate Risk Register together with any current controls in place and further actions to be taken forward to mitigate the risks as much as possible.

The Corporate Leadership Team and the Audit Committee undertake quarterly reviews of the Corporate Risk Register as assurance that the corporate risks are being managed effectively and seeking to ensure that the corporate goals should be achieved.

- (iv) **Impact on Resources (financial and human)** - The business planning process includes the agreement of the budgets by Members. Business plans are based on the budget decisions taken and the resources available.

- (v) **Impact on the Environment** – The importance of protecting and enhancing the local environment is fully recognised in the Corporate Plan with desired outcomes focussing on this.

Background Papers: None.

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