



**REPORT of
DIRECTOR OF CUSTOMERS AND COMMUNITY**

to
**COMMUNITY SERVICES COMMITTEE
23 MAY 2017**

**LEVEL ONE BUSINESS PLAN 2017 / 18 - DIRECTORATE OF CUSTOMERS AND
COMMUNITY**

1. PURPOSE OF THE REPORT

- 1.1 To seek approval of the Level One Business Plan 2017 / 18 for the Directorate of Customers and Community (**APPENDIX 1**).

2. RECOMMENDATION

That the part of the Business Plan for the Directorate of Customers and Community for 2017 / 18 be agreed.

3. SUMMARY OF KEY ISSUES

- 3.1 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 both operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.
- 3.2 A Corporate Plan covering the period 2015 / 2019 was approved and adopted by the Council in February 2015 (Minute No. 828 refers). The Plan sets the vision and corporate goals that the 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 achieve.
- 3.3 The second annual update to the Corporate Plan was approved by the Council in April 2017 (Minute No. 1159 refers).
- 3.4 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 also approved by the Council in April 2017.
- 3.5 These activities are monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitors and manages progress towards the objectives and the Overview and Scrutiny Committee scrutinises decisions made by, and the performance of, both Committees and Services.

- 3.6 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. All of these indicators / measures will continue to be monitored corporately.
- 3.7 When establishing and agreeing the key activities for 2017 / 18, the focus has been on assessing what can realistically be achieved with the resources available.
- 3.8 As agreed last year, a single Level One Business Plan has been produced for Maldon District Council and for each Directorate which details:
- the key corporate activities the Directorate will be taking forward which will contribute towards the achievement of the overall corporate priorities and objectives as stated in the Maldon District Council Corporate Plan 2015 – 19;
 - any other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems);
 - any other major changes on the horizon for the next five years;
 - all key capital projects (new and on-going) to be undertaken by the Directorate during the year;
 - any corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register).
- 3.9 The Level One Business Plan for the Customers and Community Directorate is attached at **APPENDIX 1**.
- 3.10 There will be other activities and indicators which will contribute to the Council's overall goals and objectives, but as these will be at a more operational level, they will be monitored and managed within the service as part of Level Two Business Plans.
- 3.11 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.
- 3.12 Programme Committees will receive six month and end of year performance reports as they have in the past.

4. IMPACT ON CORPORATE GOALS

- 4.1 The Council has stated its corporate goals and objectives in the agreed Corporate Plan for 2015 – 2019.
- 4.2 Managers within the Directorate of Customers and Community have set out how their services will take actions which contribute to the achievement of these objectives.
- 4.3 To ensure that Maldon District Council is progressing towards or achieving the goals stated in the Corporate Plan, it is important that performance is monitored and managed against targets and milestones.

- 4.4 Performance indicators and measures have been established to monitor the impact of these actions and to provide evidence of achievements.
- 4.5 In this age of transparency and being 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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