



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
8 FEBRUARY 2018**

CORPORATE PLAN, KEY CORPORATE ACTIVITIES, INDICATORS AND TARGETS 2018 / 19

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek the Council's approval of the proposed Key Corporate Activities, Performance Indicators and Targets for 2018 / 19 and for their inclusion in the annual update to the Corporate Plan (2015 - 19).

2. RECOMMENDATIONS

- (i) that the proposed 2018 / 19 Key Corporate Activities as detailed in **APPENDIX 1** are approved;
- (ii) that the proposed 2018 / 19 indicators/measures and targets as detailed in **APPENDIX 2** are approved;
- (iii) that the 2018 / 19 Update of the Corporate Plan (2015 - 19) as set out at **APPENDIX 3** is approved and adopted;
- (iv) that the proposed 2018 / 19 Service Priorities as detailed in **APPENDIX 4** are noted.

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 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.

- 3.1.3 Each year Key Corporate Activities (KCAs) are included in the updated Corporate Plan. For 2018 / 19, the Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed the KCAs that will help contribute to the achievement of the corporate goals and objectives. These KCAs are the “flagship” activities under each goal that the Council is committed to progressing or achieving in the year ahead and will provide a focus for the Council in delivering its priorities.
- 3.1.4 As key projects, the KCAs will be subject to the Council’s agreed project management methodology and will be monitored at a corporate level with quarterly reports submitted both 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 For 2018 / 19, activities that are i) still central to our corporate goals, but delivery of which is more dependent on partnership working or ii) have particular organisational significance for this coming year, are being differentiated from the KCAs. These will be designated as “service priorities”.
- 3.1.6 CLT and managers have identified service priorities for the coming year. These will be subject to regular updates to established working groups and the relevant Programme Committees in addition to progress being reported half yearly as part of the agreed performance management framework.
- 3.1.7 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 service priorities and will provide evidence of achievements.
- 3.1.8 Where performance is not within the Council’s control, the indicators are designated as “tracking measures”. It is inappropriate to set targets for these, but monitoring these measures will help us to gauge the impact of our actions on the desired objectives outlined in the Corporate Plan.
- 3.1.9 All of these indicators / measures will continue to be monitored and reported corporately on a quarterly basis by CLT and the Overview and Scrutiny Committee.
- 3.1.10 Following approval by Council of the KCAs, service priorities and indicators, a single “Level One” Business Plan will be produced for Maldon District Council as in previous years and for each Directorate will detail:
- the key corporate activities and service priorities the Directorate will be responsible for taking forward;
 - 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);
 - major changes on the horizon for the next five years;
 - key capital projects (new and on-going) to be undertaken by the Directorate during the year;

- corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register) together with the mitigating actions to reduce the risk.

3.1.11 The Level 1 business plan will be submitted to the Programme Committees for approval in March / April 2018.

3.1.12 There will be additional activities and indicators outlined in the individual Level 2 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.

3.1.13 The KCAs, service priorities, indicators/measures and 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 KCAs proposed for 2018 / 19, as detailed at **APPENDIX 1** to this report.

3.2.2 Many of these activities remain unchanged from those agreed for 2017 / 18 given the longer term target dates, for example relating to the delivery of the required infrastructure arising from the Local Development Plan, maximising benefits from the development of a new nuclear power station at Bradwell and co-ordinating the delivery of an Enterprise Centre for the District. For other activities, specific projects are to be established against which progress can be effectively assessed. For example, the service priority linked to promoting the District as a destination of choice by implementing projects with partners.

3.2.3 New KCAs added for 2018 / 19 are:

- **Implement the Homelessness Reduction Act to prevent and relieve homelessness** – This new legislation which comes into effect from April 2018 places new duties on local authorities to help prevent the homelessness of all families and single people, regardless of priority need, who are eligible for assistance and threatened with homelessness.
- **Delivery of the strategic sites as set out in the adopted Local Development Plan (LDP) for the Maldon District** – Following the adoption of the LDP, delivery of the strategic sites set out in the plan is crucial.

3.2.4 2017 / 18 activities not being taken forward as a KCA or a service priority for 2018 / 19 include:

- **Embed the Safeguarding policy and procedures across all Council services** - A Council Safeguarding Group exists, policy and procedures are in place and training and regular awareness sessions are arranged for staff and Members. The risk of failing to safeguard children and vulnerable adults is included on the Corporate Risk Register. The level of risk and the actions taken to mitigate this are monitored at a corporate level on a quarterly basis.

- **Adopt the Local Development Plan for the Maldon District** - The Secretary of State approved the LDP in July 2017.
- **Adopt the Maldon District Design Guide** – Adopted at the Council meeting in December 2017.
- **Work with partners to deliver the Maldon Health Hub** – The Council continues to lobby and seeks to achieve the desired outcomes, but the project is likely to become a commercial investment opportunity and as such will be monitored under the Commercial Investment strand of the Transformation programme.
- **Implement the agreed business engagement framework** – This is the core, day-to-day work of the Economic Development Team and included in the regular updates provided to the Planning and Licensing Committee.
- **Defining and promoting new/existing employment land** - This is the core, day-to-day work of the Economic Development Team.
- **Work with partners on the Total Transport pilot project** – While the Council is supporting this project it is not being delivered by Maldon District Council (MDC).
- **Promote and support improved Broadband delivery** – MDC has confirmed its commitment to the Essex Superfast programme by way of a financial contribution. Reports are being submitted to the Overview & Scrutiny and Planning & Licensing Committees to update on progress, identify the next steps and address the gaps in provision District wide.
- **Deliver the Medium Term Financial Strategy to achieve a balanced budget** – This is the core, day-to-day work of the Finance team and is reported to the Finance and Corporate Services Committee and approved by the Council.
- **Embed the process for the approval of externally funded corporate projects before submission to Council** – This process has already been approved. Project briefs will be produced as required and an established Working Group (including Members) will review projects before submission to Council.
- **Develop and implement an income generation programme** – income generation projects in accordance with the approved Commercial Strategy are included within the KCA relating to the Transformation Programme.

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

3.2.6 New indicators are proposed relating to commercialisation given the focus that the Council is now looking to adopt.

3.2.7 The fourth and final Annual Update to the approved and adopted Corporate Plan for the period 2015 - 19 is proposed. The 2018 / 19 Update retains the vision, the four corporate goals and associated objectives. It incorporates the revised and new Key Corporate Activities and a summary of indicators / measures and proposed targets. A brief introduction has been included to set the context. Reference is made to the Council supporting ‘The Future of Essex’, a high level vision with the purpose of

uniting partners around a shared set of ambitions that aim to address the long-term needs of County residents and businesses. A diagram depicting the Council's strategic planning framework has also been inserted.

3.2.8 Approval is sought for the 2018 / 19 Annual Update to the Corporate Plan (2015 - 19) as set out at **APPENDIX 3**.

3.2.9 Council is requested to note the Service Priorities proposed for 2018 / 19, as detailed at **APPENDIX 4** to this report.

3.3 **Reporting 2017 / 18 Performance to the Public**

3.3.1 In accordance with the Council's principle of being transparent and accountable we publish quarterly performance information on the web site and an annual "infographic" is produced on progress made during the previous year 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.

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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