

## **Report to the Cabinet**

**Report reference: C-088-2013/14**

**Date of meeting: 7 April 2014**



**Epping Forest  
District Council**

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**Portfolio: Leader**

**Subject: Corporate Plan 2011-2015 - Key Objectives 2014/15**

**Responsible Officer: Stephen Tautz (01992 564180)**

**Democratic Services: Gary Woodhall (01992 564470)**

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### **Recommendations/Decisions Required:**

**(1) That a report be made to the Council recommending that the proposed Key Objectives for 2014/15 be adopted.**

### **Executive Summary:**

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the four-year period from 2011/12 to the end of 2014/15, with strategic themes reflecting those of the Community Strategy for the district. Updates to the Corporate Plan are published annually, to reflect the key objectives adopted for each year of the plan period and progress against the achievement of objectives for previous years.

The annual identification of key objectives provides an opportunity for the Council to focus attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered over the coming year. The key objectives are intended to provide a clear statement of the Council's overall priorities for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes. Progress in relation to individual actions and deliverables is reviewed on a quarterly and outturn basis.

### **Reasons for Proposed Decision:**

The annual adoption of key objectives and priorities supports the delivery of the Council's medium-term aims over the four-year period of the Corporate Plan, and provides an opportunity to focus attention on the achievement of specific outcomes and areas for improvement.

### **Other Options for Action:**

The Council could decide not to adopt key objectives for 2014/15, although this might mean that opportunities for improvement were lost. Failure to monitor and review performance against key objectives and outcomes, and to take corrective action where necessary, could have negative implications for the reputation of the Council and for judgements made about the progress of the authority.

### **Report:**

1. The Corporate Plan for 2011/12 to 2014/15 includes an annual supplement reflecting the Council's key objectives for each of the four years to the end of 2014/15.

2. The key objectives are intended to address national and local challenges and to provide a clear statement of the Council's overall priorities for each year. The key objectives identify specific deliverables and outcomes to be achieved through projects and initiatives, and measurable timescales to demonstrate progress. Performance against the individual deliverables and actions is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly basis.

3. The Cabinet will be aware that the Council has aligned its business, budget, and workforce planning and development processes over recent years. The key objectives should normally be agreed alongside the setting of the budget each year, and this approach also provides an opportunity for the delivery of the objectives to be reflected within the annual Directorate Business Plans produced for each service area, therefore linking various elements of the Council's performance management framework. In addition to the progress review arrangements for the key objectives set out above, performance against the achievement of deliverables within individual Business Plans is also reviewed with the relevant Portfolio Holder(s) on a regular basis.

4. In order to complete the Business Plans for 2014/15, Management Board has identified a range of proposed key objectives and supporting deliverables and outcomes. Current progress in respect of the key objectives for 2013/14 has also been reviewed, and a number of actions have been carried forward from 2013/14 (with new or revised performance measures or timescales), alongside new deliverables and outcomes that respond to other issues of national or local importance. The draft key objectives for 2014/15 were considered as part a joint Cabinet and Management Board meeting held in early March 2014, and are attached at Appendix 1 to this report.

5. The Cabinet is requested to consider the proposed key objectives for 2014/15 and to recommend their adoption to the Council. Once adopted, the key objectives will be published on the Council's website as a supplement to the Corporate Plan, alongside details of outturn progress against the objectives for 2013/14.

6. In accordance with the recommendations of the recent review of the authority's overview and scrutiny arrangements, the Leader of the Council will present the priorities of the Cabinet and the key objectives for the year ahead, to the first meeting of the Overview and Scrutiny Committee in each municipal year.

#### **Resource Implications:**

Resource requirements for actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer and reflected in the budget for the year.

#### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer.

#### **Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer.

#### **Consultation Undertaken:**

The draft key objectives for 2014/15 have been considered as part a joint Cabinet and

Management Board meeting.

**Background Papers:**

Corporate Plan 2011-2015. In order to minimise production costs, the Corporate Plan is currently only published on the website, although physical copies are available on request from the Performance Improvement Unit.

**Impact Assessments:**

Risk Management

A decision not to adopt key objectives for 2014/15 could mean that opportunities for improvement are lost. Failure to monitor and review performance against key objectives and outcomes, and to take corrective action where necessary, could have negative implications for the reputation of the Council and for judgements made about the authority.

Relevant risk management issues arising from actions to achieve specific key objectives for 2014/15 will have been identified by the responsible service director/chief officer.

Equality:

See attached Due Regard Form.