

Report to Cabinet

Report reference: C-050-2017/18

Date of meeting: 8 March 2018



**Epping Forest
District Council**

Portfolio: Leader of Council

Subject: Corporate Plan Key Action Plan 2017/18 – Quarter 3 progress

Responsible Officer: Monika Chwiedz (01992 562076)

Democratic Services: Gary Woodhall (01992 564470)

Recommendations/Decisions required:

(1) That the Cabinet reviews the position in relation to the achievement of the Council's key objectives for 2017/18 at the end of Quarter 3.

Executive Summary:

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives, which provide a clear statement of the Council's overall intentions for these five years.

The Key Objectives are delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents and therefore are subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

Progress in relation to individual actions and deliverables is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

Reasons for Proposed Decision:

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents progress against the Key Action Plan for 2017/18 at the end of the third quarter (31 December 2017).

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives and to consider corrective action where necessary, could have negative implications for the Council's reputation, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

Report:

1. The Corporate Plan 2015-2020 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. It focuses on a number of key areas that the Council needs to focus on during that time and helps to prioritize resources to provide quality services and value for money. These key areas are known as the Corporate Aims and are supported by a set of Key Objectives which represent the Council's high-level initiatives and over-arching goals to achieve the Corporate Aims. The Key Objectives are in turn, delivered via an annual Key Action Plan.

2. The Key Action Plan 2017/18 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2017/18. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The annual action plans are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

4. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing Quarter 3 progress against the fifty (50) individual actions of the 2017/18 Key Action Plan, is attached as Appendix 1 to this report. In reporting progress, the following '*status*' indicators have been applied to the individual actions:

- **Achieved** - specific actions have been completed or in-year targets achieved;
- **On-Target** - it is anticipated that specific actions will be completed or in-year targets achieved;
- **Under Control** - specific actions have not been completed or achieved in accordance with in-year targets, although completion/achievement is likely to be secured by revised target date or year-end;
- **Behind Schedule** - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets, and completion/achievement may not be secured by year-end; and
- **Pending** - specific actions were not completed or achieved in accordance with in-year targets.

5. At the end of Quarter 3:

• Achieved or On-Target:	40 (80%)
• Under Control:	5 (10%)
• Behind Schedule:	4 (8%)
• Pending:	1 (2%)
	Total 50 (100%)

6. The Cabinet is requested to review progress against the Key Action Plan for 2017/18 at the end of Quarter 3. This report was also considered by the Overview and Scrutiny Committee at its meeting on 27 February 2018.

Resource Implications:

Resource requirements for actions to achieve specific key objectives for 2017/18 will have been identified by the responsible service director and reflected in the budget for the year.

Legal and Governance Implications:

None for this report.

Safer, Cleaner, Greener Implications:

None for this report.

Consultation Undertaken:

Progress against actions to achieve specific key objectives for 2017/18 as set out in this report, has been submitted by each responsible service director/chief officer direct to the 'Ten' performance management system. Current progress in respect of each of the key objectives for 2017/18 has been reviewed by Management Board (24 January 2018) and the Overview and Scrutiny Committee (27 February 2018).

Background Papers:

Quarter 3 progress submissions for the key objectives for 2017/18 and relevant supporting documentation is held by responsible service directors.

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives for 2017/18 will have been identified by the responsible Service Director.