

Key Decision Required:	NO	In the Forward Plan:	NO
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CABINET

20 APRIL 2018

REPORT OF THE FINANCE AND CORPORATE SERVICES PORTFOLIO HOLDER

A.3 PRIORITIES AND PROJECTS AND PERFORMANCE INDICATORS 2018/19

(Report prepared by Karen Neath and Katie Wilkins)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek approval to the priorities, projects and performance indicators to be monitored as the performance management framework for the Council for 2018/19.

EXECUTIVE SUMMARY

- At Council on 5 July 2016 a new Corporate Plan for 2016 to 2020 was agreed.
- Since then it has been the practice each year to develop a suite of Priorities and Projects that set out in more detail the most important priorities and specific key projects for that year. The Priorities and Projects are supplemented by the departmental and service performance targets which identify the detailed actions and targets for the delivery of our priorities, against which robust performance monitoring can take place throughout the year.
- For 2018/19 the Priorities and Projects have been determined through discussion with the Leader, Deputy Leader and Cabinet. At Council on 23 January the Leader announced the Priorities and Projects for 2018/19. Since then some refinement of the Priorities and Projects has taken place and they have also been informed by the recommendations and report following the recent LGA Peer Challenge.
- Consideration has been given to the required outcomes from each of the items included in the Priorities and Projects 2018/19. These are set out in the body of the report.
- From May 2018 there will be two Overview and Scrutiny Committees. Community Leadership Committee will retain a focus on external partnerships and the Council's influencing role in the community. Resources and Services Committee will focus on the work of the Council and the resourcing and delivery of its services. Up to now all performance monitoring has been subject to scrutiny by the Corporate Management Committee. Whilst it is proposed that the majority of the performance framework will continue to be reported to the Resources and Services Committee for scrutiny, the targets that relate to our partnership and influencing work will be compiled into a separate report for consideration by the Community Leadership Committee.
- The two Performance Reports 2018/19 including the Priorities and Projects 2018/19 are

attached as Appendix A. This sets out the suite of targets and indicators for the year. The “Current Position” column will be completed during the year and the progress monitored both by Cabinet and by Overview and Scrutiny.

RECOMMENDATION

It is **RECOMMENDED** that the actions and targets included in the Performance Reports 2018/19 and the Priorities and Projects 2018/19, as attached at Appendix A, be approved and that monitoring against these indicators be undertaken on a quarterly basis by Cabinet and by the two Overview and Scrutiny Committees.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Corporate Plan sets out the high level priorities for the Council for 2016 to 2020:- Health and Housing, Employment and Enjoyment and Council and Community and these will be monitored through the Performance Management arrangements for the authority.

RESOURCES AND RISK

There are no financial implications or risk in preparing the Performance Report itself. Individual projects will need to fully and properly assessed and approved prior to commencing. One of the recommendations from the LGA Peer Challenge was that an enhanced approach to project management, project delivery and performance reporting be devised. This will encompass a full assessment of resources and risk for projects coming forward.

LEGAL

The Corporate Plan forms part of the Council’s Policy Framework.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities /Area or Ward affected / Consultation/Public Engagement.

The implications of individual projects will need to fully and properly assessed and approved prior to commencing. As with resources and risk, assessment of other implications will need be included as part of the enhanced project delivery arrangements.

3. SUPPORTING INFORMATION

OUTCOMES FROM PRIORITIES AND PROJECTS

The desired outcomes from the Projects and Priorities 2018/19 are as set out below. The specific targets and activities identified in the performance report will enable these to be tracked and managed through the year.

<i>Project and Priorities 2018/19</i>	<i>Outcome By March 2019</i>
Transforming the way we work	<p>Digital</p> <ul style="list-style-type: none"> • Self-service portal procured and technical implementation complete • Events App developed (if agreed) • Cloud migration timetable agreed and on schedule. <p>Customer experience</p> <ul style="list-style-type: none"> • Customer Service team established at Pier Avenue • Service redesign/digitisation roadmap agreed and underway • Self-serve portal on-line for first services <p>Office Accommodation</p> <ul style="list-style-type: none"> • Westleigh House site in use as car park. • Pier Avenue refurbishment complete • Barnes House extension complete <p>People</p> <ul style="list-style-type: none"> • Staff Transformation training programme agreed and delivered on schedule • Communication Plan (public / staff / councillors) agreed and effective • IIP Gold accreditation renewed.
Finance	<p>Deliver 10 year Financial Strategy</p> <ul style="list-style-type: none"> • Balanced budget 2019/20 in line with Strategy • Revised forecast as at Spring 2019 showing still on target long term <p>Capital Strategy / profiling</p> <ul style="list-style-type: none"> • Member approved Capital

		<p>Programme showing expenditure profiled into future years.</p> <p>Management of financial risks</p> <ul style="list-style-type: none"> • Agreed revised risk management framework
Governance		<p>Effective financial management</p> <ul style="list-style-type: none"> • Compliance with financial requirements and meet all statutory targets <p>Development of programme and project management</p> <ul style="list-style-type: none"> • Agreed approach to development, approval, management and performance for all key projects. <p>Information security</p> <ul style="list-style-type: none"> • GDPR compliance • Public Service Network compliance • Cyber security compliance
Jaywick Sands regeneration and renaissance		<ul style="list-style-type: none"> • Deliver 10 units by Summer 2018 • Place Plan and Infrastructure Assessment completed by October 2018
Revised and updated Housing Strategy		Initial draft strategy by May 2018 with final strategy agreed by Council
Waste, recycling and street sweeping contract renewal		Extend and vary existing contract to commence from Summer 2019
Cliff stabilisation		Work to undertake ground stabilisation works to a section of coastline along Holland on Sea to commence June 2018
Complete repairs to the Venetian Bridge		Repairs to be completed by end of April 2018
Produce a long term sustainable scheme around Sport England grant funding		Information gathering and evaluation are the key objectives for 2018
Contribute to Mayflower 400 commemorations		Work with Harwich Tourism Group, Harwich Coastal Communities Team and Mayflower 400 to develop a programme of events and initiatives to commence in 2019.
North Essex Garden Communities		<ul style="list-style-type: none"> • Council approval of North Essex Garden Communities Ltd Business

		<p>Plan by June 2018</p> <ul style="list-style-type: none"> • Work with partners to progress options for a North Essex Garden Communities Development Corporation • Continue to engage with communities as part of the ongoing process for the preparation of Development Plans
	Local Plan	<ul style="list-style-type: none"> • Complete Section 1 Examination by June 2018 • Complete Section 2 Examination in Public by October 2018 • Local Plan adopted by March 2019
	Ensure delivery of improved Broad Band coverage	Ensure the £9m investment programme is on target to extend coverage to an extra 5,400 homes and businesses in the district by March 2020
	Effective outcomes from the Corporate Enforcement Group	<ul style="list-style-type: none"> • Continue to develop corporate capacity in order to address priority issues • Strengthen partnerships in order to achieve more effective and quicker outcomes from joint working
	Lobby for road and rail crossing improvements at Manningtree	Work with partners to develop outline case for improvements and lobby for Government support
	Strategy and plan for Harwich Dovercourt public realm	<ul style="list-style-type: none"> • Detailed project proposals completed by July 2018 • Project delivery started on site January 2019
	Holland Haven and seafront opportunities	Develop range of potential projects and Place Plan by December 2018
	Economic Growth	<ul style="list-style-type: none"> • Support 10 businesses through the SME Growth Fund programme by March 2019 • Complete and launch Creative Cultural Strategy by October 2018

PERFORMANCE TARGETS 2018/19

The Resources and Services Performance Report for 2018/19 contains details of 12 projects, 5 performance indicator targets, and headline performance in dealing with complaints and our staff's absence rate.

The projects in the Resources and Services Performance Report are: -

- *Transforming the way we work*
- *Property Management*

- *Manningtree Infrastructure*
- *Holland Haven and Seafront Opportunities*
- *Jaywick Sands Regeneration and Renaissance*
- *Cliff Stabilisation (Protecting our Coastline)*
- *Venetian Bridge*
- *Local Plan*
- *Harwich and Dovercourt Public Realm*
- *Economic Development Delivery*
- *Maximising Tourism and Leisure Opportunities*
- *Garden Community*
- *Waste, Recycling and Street Sweeping Contract Renewal*

The performance indicator targets in the Performance Report are: -

- *Fly tipping*
- *Missed Bin Collection*
- *Recycling Rate*
- *Handling of Planning Applications*
- *5 Year Housing Supply Approvals*

The headline performance indicators are: -

- *Sickness*
- *Authorised Covert Surveillance*
- *Complaints*

The Community Leadership Performance Report for 2018/19 contains details of 5 projects, these are: -

- *Education*
- *Community Safety*
- *Manningtree Infrastructure*
- *Housing Strategy*
- *Health and Wellbeing*
- *Improved Broadband*

APPENDICES

Appendix A – Performance Reports 2018/19 and Priorities and Projects 2018/19.

BACKGROUND PAPERS

None