

Committee: Resources
Date: 17 November 2005
Title: **Corporate Plan Action Plan – 2nd Quarter Monitoring Report**
Author: **Sarah McLagan, Executive Programme Manager, Ext. 560**

Agenda Item

4

Item for decision

Summary

This report provides Members with details of the progress that has been made to date to deliver the projects and actions set out in the Corporate Plan Action Plan 2005 – 2008.

Recommendations

- 1 That the Committee comments on the progress made.
- 2 That the Committee agree the proposed amendments to the completion dates for projects 13a, 13b, 13c, 16, 23d, 25b, 27a, 30a and 30b.

Background Papers

The following papers were referred to by the author in the preparation of this report and are available for inspection from the author –

- Corporate Plan 2005 – 2008
- Quarterly Report and Appendix presented to the Resources Committee on 28 July 2005
- Previous correspondence with Project Officers on the reporting process.

Impact

Communication/Consultation	None with regard to the report. Each project within the Action Plan will specifically identify any communication/consultation needs/issues
Community Safety	None with regard to the report. Each project within the Action Plan will specifically identify any Community Safety needs/issues
Equalities	None with regard to the report. Each project within the Action Plan will specifically identify any Equity needs/issues
Finance	None with regard to the report. Each project within the Action Plan will specifically identify any Financial needs/issues

Human Rights	None with regard to the report. Each project within the Action Plan will specifically identify any Human Rights needs/issues
Legal implications	None with regard to the report. Each project within the Action Plan will specifically identify any Legal needs/issues
Ward-specific impacts	Each project within the Action Plan will specifically identify Ward-specific impacts
Workforce/Workplace	None with regard to the report. Each project within the Action Plan will specifically identify any Workforce/Workplace needs/issues

Situation

- 1 This is the second quarterly report that advises members of the progress that is being made to implement the Action Plan set out in the Council's Quality of Life Corporate Plan 2005 – 2008 which was confirmed at Council in February 2005.
- 2 Since the last report, the Executive Programme Manager has met with each Project Officer (21 in total) to discuss their project(s) and confirm the process for the drawing up a Project Activity Plan, against which the progress of the project is being monitored. A second meeting with each Project Officer is scheduled for December.
- 3 The EPM is currently liaising with the Performance Manager as to what Action Plan data is required for inputting onto the performance management software (Covalent) to enable its effective use for monitoring and reporting purposes.

A Project Management Culture – Progress

- 4 The Project Management Development Team (PMDT) has recently received training on the principles of project management. The EPM has met with a representative from the East of England Development Agency (EEDA) to discuss the potential use of a project management toolkit that it has developed in conjunction with another local authority and which local authorities can use and adapt to its own needs and circumstances, free of charge. In addition, the EPM has been liaising with Braintree District Council to consider joint working opportunities for training and the sharing of good practice.
- 5 The EPM and PMDT are currently considering the benefits and issues for the Council using the EEDA toolkit against those associated with developing its own. They are also considering how to develop a project management culture where the Council is clear on –
 - What a “UDC project” is e.g. from the Corporate Plan, a bid for new capital or revenue money, a Best Value Review, Improvement Plan projects emerging from BVRs/CPA etc., a project in a Service Plan a Management Initiative e.g. ICM/FIS

- Which are “Significant” and which are “Basic” projects
- The use of a Toolkit
- Executive Managers, Executive Management Team and Members role in monitoring the projects.

Detailed Project Progress Report

6 Appendix 1 provides Members with the following information –

- The previous Status Statement for each project at 30 June 2005
- An up to date Status Statement for each project at 30 September 2005 together with details of progress with the project, where relevant (see paragraphs 7 to 9 below).

Project Officers selected the relevant Status Statement from the following -

- A Project completed**
- B Project started and on target**
- C Project started but target completion date unlikely to be**
- D Project started but target completion date with not met**
- E Project not yet started (completion date beyond March 2006)**

7 For Statement B, the Project Officers were asked to provide brief details of the work that has been carried out to date to progress the project.

8 For Statement C they were asked to provide details of the work that has been carried out to date but also give reasons why the completion date is unlikely to be met and brief details of the measures that are being taken to address this.

9 For Statement D, where it is apparent that the project completion date will not be met, the EPM has discussed the project with the Project Officer and determined that it was appropriate to request of the Committee an extension to the completion date.

10 The table below highlights the projects in question (13a, 13b, 13c, 16, 23d, 25b, 27a, 30a and 30b) and provides a reason for the slippage and suggests the date by which the EMP and relevant Project Officer considers the project will be completed by. This information is also show in Appendix 1 in the relevant Project Status column.

11 With regard to project 25b, officers consider that the Countryside Forum website is not the most appropriate vehicle through which to support the development of local Farmers Markets, new business ventures etc. and that it can be done more effectively through promotion of the Parish Plan process which is being pursued through projects 22c and 29b. This project is, therefore, proposed for deletion.

12 With regard to project 26 regarding the use of SDAG to strengthen and enhance the Councils position when dealing with major strategic issues and development, it is not appropriate to have a “project completion date” as the work is ongoing and issues and development opportunities arise out of the Local Development Scheme, which has an annual review in December.

13 The table below provides details of proposed amendments to project completion dates.

Project No.	Action – “We will...”	Target Completion Date & Suggested Completion Date	Project Status as at 30/09/05 and reason for slippage
13a	Work with partners to consider the need for an Arts Centre in the district	30 September 2005 Propose target date amended to - 31 March 2006	Project started but target completion date will not be met Strategic Leisure was appointed in September to produce a Leisure & Cultural Strategy. This work includes consideration of the need for an Arts Centre. The Consultant will be producing a draft strategy in the new year.
13b	Work with partners to consider and develop opportunities for the provision of appropriate accommodation for aspiring artists, exhibitions etc.	30 September 2005 Propose target date amended to - 31 March 2006	Project started but target completion date will not be met As 13a above - Strategic Leisure was appointed in September to produce a Leisure & Cultural Strategy. This work includes consideration of the need for an Arts Centre. The Consultant will be producing a draft strategy in the new year
13c	Work with Saffron Walden County High School to establish a local community cinema facility through an independent trust	31 December 2005 Propose target date amended to - 30 June 2006	Project started but target completion date will not be met Work to establish a trust to run and manage a cinema is progressing. However, delays have occurred due to the time taken to identify trustees/ people willing to commit to the project. A public meeting is to be held on the 7 November to recruit more people. A project plan is in place that identifies the actions to enable opening in May 2006.

Project No.	Action – “We will...”	Target Completion Date & Suggested Completion Date	Project Status as at 30/09/05 and reason for slippage
16	Define how the Council is to deliver the vision taking into account our own objectives, external pressures etc.	31 December 2005 Propose target date amended to – 31 March 2006	Project started but target will not be met SDAG has agreed a revised completion date of 31 March 2006.
23d	Carry out a study to establish whether there is potential for the provision of a country park and/or study/activity centre in the district which would provide a visitor attraction and educational facility	31 December 2005 Propose target date amended to – 30 March 2006	Project started but target completion date will not met As 13a and 13b above - Strategic Leisure was appointed in September to produce a Leisure & Cultural Strategy. This work includes consideration of the need for a Country Park/Study/Activity Centre. The Consultant will be producing a draft strategy in the new year.
25b	Through the Countryside Forum website, consider opportunities to support the development of local Farmers Markets, new business ventures etc	31 December 2005 Propose target date amended to – Project Deleted	Project started but target completion date will not met Officers consider that the Countryside Forum website is not the most appropriate vehicle through which to pursue this project and that it can be done more effectively through promotion of the Parish Plan process which is being pursued through projects 22c and 29b.
26	Through the Strategic Development Advisory Group, consider how the Council can strength and enhance its position when dealing with major strategic issues and development	31 March 2005 Propose target date amended to – Ongoing	Project Started and on Target Officers consider that it is not appropriate to have a “project completion date” as the work is ongoing and issues and development opportunities arise out of the Local Development Scheme, which has an annual review in December.

Project No.	Action – “We will...”	Target Completion Date & Suggested Completion Date	Project Status as at 30/09/05 and reason for slippage
27a	With UPCT conduct a fundamental appraisals of the councils direct and indirect contribution to improving public health in Uttlesford	30 September 2005 Propose target date amended to – 31 December 2006	Project started but target completion date will not met Initial talks have taken place with the PCT to elicit where we have cross boundary working. The Council has specifically employed a Health Promotion Officer and a joint Research and Analyst post has been advertised – the latter will enable us to identify trends and look at realignment of resources. However, due to the imminent reorganisation of PCTs, the Uttlesford PCT cannot commit resources to carrying out this appraisal to any great extent at this present time.
30a	Develop a new communications/ consultation strategy and an action plan to deliver that includes details on how we will market and promote our assets and heritage and how we will engage and consult effectively including with Hard to Reach groups, on major issues, service delivery etc.	31 March 2006 Propose target date amended to – 30 September 2006	Project started but target completion date will not be met Some initial work carried out on the communications and consultation strategy. However, this work is unlikely to be completed until the Best Value Review has been carried out and this will not start until the new year.
30b	Consult on the effectiveness of our website and those of participating Parish Councils and improve them accordingly	30 September 2005 Propose target date amended to – 31 December 2005	Project Started but target completion date will not be met Website consultation work will take place via a website questionnaire in the next quarter.

Statistical Report

14 The table below, sets out details of the status of projects within the Corporate Action Plan in statistical terms at 30 June and at 30 September 2005.

Number of projects in Corporate Plan = 58	Status of 58 projects in Corporate Plan as at 30 June 2005		Status of 58 projects in Corporate Plan as at 30 September 2005	
	Number of projects	% In each Status Category	Number of projects	% In each Status Category
Projects completed	3	5	3	5
Projects started and on target	37	64	37	64
Projects unlikely to meet completion date	6	10	6	10
Projects that will not meet completion date	4	7	9	16
Project not yet started as completion date beyond March 2006	<u>8</u>	<u>14</u>	<u>3</u>	<u>5</u>
Totals	58	100	58	100

Corporate Plan Action Plan – Quarterly Monitoring Report

Resources, item [Click here to enter Item no.]

15 Each of the tables below set out the details of the “Completion By” dates for the 58 projects in the Corporate Action Plan for each Quarter. It enables Members to track the progress of each project from one Quarter to the next.

Corporate Action Plan – Quarter 1 Results															
	March 2005/ annual	30 June 2005	30 Sept 2005	31 Dec 2005	31 March 2006	16 May 2006	30 June 2006	30 Sept 2006	31 Dec 2006	31 March 2007	30 Sept 2007	31 Dec 2007	31 March 2008	Govt. Guide lines	Totals
Project Complete	3	21b													2
Project Started and on Target	1a 1b 2 22c 26	22b	13a 13b 27a 28 30b	15 16 21d 22a 23d 31	1c 10 12c 14a 14b 17 20c 23a 24 27b 30a	7	23c	29a 29b		11 29c		23b	8a	19	37
Project Started but Completion Date unlikely to be met	4 20b			13c 25a	9b				25b		12b				7
Project Started but Completion Date will not be met		30c****	9a* 21a** 21c***												4

Corporate Plan Action Plan – Quarterly Monitoring Report

Resources, item [Click here to enter Item no.]

Corporate Action Plan – Quarter 1 Results (Continued)															
	March 2005/ annual	30 June 2005	30 Sept 2005	31 Dec 2005	31 March 2006	16 May 2006	30 June 2006	30 Sept 2006	31 Dec 2006	31 March 2007	30 Sept 2007	31 Dec 2007	31 March 2008	Govt. Guide lines	Totals
Project not started (Completion date beyond March '06)					5 20a			8b	13d	12a 18a 18b			6		8

*Resources 28/7/05 amended target date to 31/3/06

** Resources 28/7/05 amended target date to 31/12/06

***Resources 28/7/05 amended target date to 31/3/06

**** Resources 28/7/05 amended target date to 31/12/05

Corporate Plan Action Plan – Quarterly Monitoring Report

Resources, item [Click here to enter Item no.]

Corporate Action Plan - Quarter 2 Results															
	March 2005/ annual	30 June 2005	30 Sept 2005	31 Dec 2005	31 March 2006	16 May 2006	30 June 2006	30 Sept 2006	31 Dec 2006	31 March 2007	30 Sept 2007	31 Dec 2007	31 March 2008	Govt. Guide lines	Totals
Project Complete	3	21b	28												3
Project Started and on target	1a 1b 2 4 20b 22c 26	22b		15 21d 22a 30c 31	1c 5 9a 12c 14a 14b 17 20a 20c 21c 23a 24 27b	7	23c	8b 29a 29b	21a	11 18a 29c		23b	8a		37
Project Started but Completion Date unlikely to be met				25a	9b 10					18b	12b			19	6
Project Started but Completion Date will not be met			13a 13b 27a 30b	13c 16 23d	30a				25b						9

Corporate Plan Action Plan – Quarterly Monitoring Report

Resources, item [Click here to enter Item no.]

Corporate Action Plan - Quarter 2 Results (Continued)															
	March 2005/ annual	30 June 2005	30 Sept 2005	31 Dec 2005	31 March 2006	16 May 2006	30 June 2006	30 Sept 2006	31 Dec 2006	31 March 2007	30 Sept 2007	31 Dec 2007	31 March 2008	Govt. Guide lines	Totals
Project not started (Completion date beyond March '06)									13d	12a			6		3

Corporate Plan Action Plan – Quarterly Monitoring Report

Resources, item [[Click here to enter Item no.](#)]

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Projects are unlikely to be achieved by defined completion date	Depends on Project	Depends on Project	Mitigating actions are identified and described to members in the information contained in the appropriate quarterly progress reports
Projects are not going to achieve the defined completion date	Depends on Project	Depends on Project	Reasons why project completion dates are not to be met are presented to members in quarterly progress reports. Revised completion dates are requested of members where appropriate/necessary