

Report to: Cabinet

Date of Meeting 9 July 2026

Heading/Title: Update on the Council Plan delivery plan

Cabinet Member(s): Cllr John Loudoun

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Key decision: No

If a Key Decision has it appeared on Forward Plan

Document classification: Part A Public Document

Exemption applied: None

1. Background

1.1 Summary of the Report

This report provides an overview of the Council's performance in relation to its Council Plan. It sets out the direction of travel for key strategic actions, measures of success, and projects for Q1 2026/27 (April to June 2026), covering Finance, Governance, Housing and Place. It also helps to identify the scale of activities within the Council Plan.

The Council Plan provides the framework and direction for the Council's work in providing services to residents and businesses. The Council's four key priorities are set out in the Plan, linked to specific strategies and service plans. Taken as a whole, the Council Plan includes 46 Key Actions, 82 Measures of Success and 32 Projects which are to be implemented over the lifespan of the Plan.

There are three key strands making up the Council's workload across the period of the Council Plan:

- Business As Usual (BAU) activities which include statutory and other core services;
- Local Government Reorganisation (LGR);
- Projects and Corporate Plan Priorities.

Collectively, this represents a challenging workload to be delivered with limited resources. The impacts of continuing BAU activities, core services and committed projects alongside the additional demands of LGR presents a strain given the need to balance Council resources, appropriate risk management and mitigation, plus monitoring of performance.

This strain likely means that the Council will need to pause or stop some activities to ensure it has sufficient capacity and capability to deliver core services and priority actions. This 'stop/ go' process could only take place following a meticulous review and prioritisation exercise and this report does not seek any decisions on priorities or which activities it may be necessary to stop. However, it is intended to raise awareness of the scale of requirements imposed on the Council in relation to its available resources.

The Council has now commenced the rollout of a Performance Management Framework across all Directorates allowing the assessment and monitoring of performance in relation to the Council Plan Key Actions, Measures of Success and Projects. The rollout has established a baseline position which will form the basis of monitoring and reporting at a corporate level. In due course this will be further strengthened by the planned implementation of a Project Management Office (PMO).

Initial engagement has been strong in several service areas, with partial reporting now in place across each Directorate. As expected at this early stage, coverage is not yet complete, and some areas are still establishing their reporting approach. However, progress to date has been significant and is a strong improvement over previous reporting periods.

This report provides a baseline position, with 96% (153 of 160) metrics fully reported, some metrics developing and others not yet reported.

A structured programme of onboarding and refinement is underway, with full coverage of Council Plan actions and measures of success expected during the Q2 2026/27 review period as the framework and supporting system is further embedded across all service areas.

Performance is assessed using a standard RAG framework:

- Green – Complete
- Amber – In Progress
- Red – Late
- Black – Not Started

Each update includes commentary from the responsible officer, setting out progress to date, context, and, where applicable, planned corrective action. This ensures that performance updates are supported by a clear narrative and actionable insight for 160 metrics.

The Q1 2026/27 performance review covers:

- Council Plan – 46 Key Actions.
- Council Plan – 82 Measures of Success.
- Council Plan – 32 Projects.

2. Recommendations/Decision

Recommendations:

2.1 Re-plan 'Not Started' key actions and projects through the Q2 performance review to ensure a realistic and deliverable Council Plan.

2.2 Ensure a quarterly review of each Key Action to ensure it remains achievable, deliverable and affordable.

2.3 Maintain clear visibility of delivery challenges, enabling focused ELT oversight of key issues and dependencies.

2.4 Complete Stage 2 Governance Pilot KPI review and rollout SMART KPIs with Service Leads.

2.5 Embed InPhase reporting, to support consistent, system-led performance management.

2.6 Remove Service Objectives from the performance framework, to maintain strategic focus and avoid unnecessary operational complexity in ELT and Cabinet reporting.

3. Reasons for Recommendations/Decision

Key Findings:

3.1 Strong early delivery baseline established, with 72% (33 of 46) Key Actions and 81% (26 of 32) projects in progress or completed.

3.2 Performance Management Framework successfully implemented, with good initial engagement across all Directorates.

3.3 96% reporting coverage achieved, providing a credible and transparent starting position for corporate performance reporting.

3.4 InPhase Performance Management IT solution populated with Q1 data, enabling system-based reporting and supporting a more consistent, centralised approach.

3.5 Microsoft Lists data collection approach has been effective, providing a simple and intuitive mechanism for Service Leads and teams to update datasets.

3.6 A proportion of activity remains 'Not Started', reflecting areas continuing to establish delivery plans, sequencing, and resource alignment.

Insights:

- The overall delivery position is positive, but the current profile appears ambitious, with delivery confidence dependent on improved prioritisation and sequencing.
- Performance maturity is still developing, with incomplete Measures of Success and emerging KPIs limiting the depth of insight at this stage.
- Delivery pressures are evident across the portfolio, including major programmes and dependencies, alongside the additional demands of LGR.
- Adoption of Microsoft Lists demonstrates that simple, user-focused tools drive engagement, supporting timely data returns and improving reporting consistency.
- System and governance foundations are now in place, creating an opportunity to move towards management by exception and more targeted ELT oversight in Q2 2026/27.

4. Options

4.1 Options Considered

The current LGR requirements and resource strain likely means that the Council will need to pause or stop some activities to ensure it has sufficient capacity and capability to deliver core services and priority actions. This 'stop/ go' process could only take place following a meticulous review and prioritisation exercise and this report does not seek any decisions on priorities or which activities it may be necessary to stop. However, it is intended to raise awareness of the scale of requirements imposed on the Council in relation to its available resources.

Q2 will focus on validating delivery plans, achieving full coverage, and strengthening the maturity and consistency of performance reporting:

- Validate Key Actions, Projects, and Measures of Success to confirm deliverability and realistic sequencing.
- Achieve full reporting coverage across all Directorates to establish a complete and consistent corporate position.
- Strengthen performance maturity through completion of SMART KPIs and improved quality of performance insight.
- Embed consistent reporting standards, ensuring clarity of ownership, commentary, and RAG application.
- Enhance system-led reporting, using InPhase to support more consistent, transparent, and timely performance reporting.

Conclusion

The Q1 2026/27 performance review establishes a strong and credible baseline for Council Plan delivery and the new Performance Management Framework. Early progress across Key Actions and projects demonstrates positive momentum, supported by effective adoption of structured reporting tools and processes.

However, the current delivery profile highlights the need for refined prioritisation, sequencing, and performance maturity to maintain delivery confidence, especially with the significant impact of LGR and associated resources availability. The next phase will focus on embedding consistent, system-led reporting through InPhase, strengthening performance measures, and simplifying the framework to support clear, strategic oversight.

This approach will ensure that the Council is well positioned to deliver its strategic priorities, while responding effectively to ongoing pressures, including Local Government Reorganisation.

Q2 represents a transition from framework implementation to performance maturity and focused delivery oversight.

5. Relevance to Council Plan/priorities

Set out how report links to the Council Plan/priorities:

- A supported and engaged community that has the right homes in the right places, with appropriate infrastructure

- A sustainable environment that is moving towards carbon neutrality and which promotes ecological recovery.
- A vibrant and resilient economy that supports local business, provides local jobs and leads to a reduction in poverty and inequality.
- A well-managed, financially secure and continuously improving council that delivers quality services

Indicate how the recommendations/decision contributes to the delivery of the Council Plan and its priorities

6. Financial Comments/Implications

6.1 There are no financial implications arising from this report.

7. Legal Comments/Implications

7.1 There are no legal implications arising from this report

8. Risk Implications

8.1 There are no new risks associated with this report.

9. Equality Implications (Public Sector Equality Duty)

9.1 There are no equality implications arising from this report

10. HR and Workforce Implications

10.1 There are no HR implications arising from this report

11. Community Safety Implications (Crime and Disorder)

11.1 There are no community safety implications arising from this report

12. Climate Change Implications

12.1 There are no new climate change implications arising from this report

13. Health & Safety and Health & Wellbeing Implications

13.1 There are no Health & Safety implications arising from this report.

13.2 There are no Health & Wellbeing Implications arising from this report.

14. Procurement and Social Value implications

14.1 There are no procurement and social value implications arising from this report

15. Land and Buildings (non-housing)/Asset Management Implications

15.1 There are no new implications Land and Buildings or Asset Management implications arising from this report.

16. Overview and Scrutiny Committees Comments/Recommendations

16.1 Not applicable.

17. Digital and Data

17.1 There are no new digital and data implications arising from this report.

18. Consultation and Engagement

18.1 ELT Review held 16 June 2026.

19. Communications

19.1 There are no PR implications arising from this report.

20. Next Steps

20.1 Q2 will focus on confirming the deliverability and sequencing of Key Actions, Projects and Measures of Success, while achieving full reporting coverage across all Directorates to establish a consistent corporate position. The Council will strengthen performance maturity through the completion of SMART KPIs and improved quality of insight, alongside embedding consistent reporting standards with clear ownership, robust commentary and appropriate RAG application. This will be supported by progressing system-led reporting through InPhase to deliver more transparent, consistent and timely performance information.

21. Appendices

21.1 [Appendix a – Council Plan delivery plan update quarter 1 2025/26](#)

22. Background Papers

22.1 Not applicable.