

Report to the Cabinet

Report reference: C-032-2017/18
Date of meeting: 7 December 2017



Portfolio: Leader of Council
Subject: Corporate Plan 2018-2023
Responsible Officer: David Bailey (01992 564105).
Democratic Services: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) That the Council's proposed new Corporate Plan for 2018/19 to 2022/23 be agreed, superseding the Corporate Plan 2015-2020;**
- (2) That the proposed Corporate Specification for 2018/19 be agreed;**
- (3) That the Corporate Plan 2018-2023 and the Corporate Specification for 2018/19 be recommended to the Council for adoption;**
- (4) That the Leader of the Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Corporate Plan and Corporate Specification following its approval by the Council; and**
- (5) That, subject to recommendations (1) and (2) being agreed:**
 - (a) the Overview and Scrutiny Committee and Select Committees be requested to review the key benefits and performance indicator set; and**
 - (b) following consultation with the Overview and Scrutiny Committee and Select Committees, the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation, be authorised to agree further changes to the key benefits and performance indicator set.**

Executive Summary:

The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. The Plan has been reviewed and updated in response to feedback from our customers, local businesses, partners, officers, local councils and Councillors.

This new Corporate Plan will run from 2018/19 to 2022/23 and lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn are

evidenced through a set of performance measures.

A Corporate Specification for each year details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual business plans.

Reasons for Proposed Decisions:

The Council has ambitious plans for the future and a clear corporate plan is essential. This new Corporate Plan reviews and builds upon the achievements of the previous plan, and seeks to set out a clear and cohesive view from strategic drivers, through aims and objectives, to benefits which measure real improvements for customers. This plan will enable the Council to focus on what is most important to our stakeholders – what ‘good’ looks like. The plan seeks to lay this out as a set of related performance measures, which collectively indicate how well we are delivering the benefits to customers.

Lastly, the Corporate Plan is divided into annual Corporate Specifications, which year by year detail how we will work to improve our performance.

Other Options for Action:

The Cabinet could decide not to agree the new Corporate Plan 2018-2023 and to maintain the previous Corporate Plan 2015-2020, although the review of this plan showed that it is now out-of-date, has key gaps and lacks clarity around linkages between drivers, objectives, outputs and benefits. This would mean that the potential to make progress was not taken forward and that opportunities for improvement were lost.

In terms of the new Corporate Plan 2018-2023, the Cabinet could ask for specific components of the Corporate Plan 2018-2023 to be further reviewed, amended or removed, or new components to be considered and included.

Report:

Background and Context

1. The Corporate Plan is the Council’s highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council fits together at a strategic level. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council’s performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council’s aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. The Corporate Plan also provides the policy foundation for the Council’s Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Corporate Plan 2015-2020 is the authority’s current key strategic planning

document. This Plan was based around the Council's medium term priorities for that period. Now in its third year, the plan has been reviewed and updated with the input of Officers and Cabinet Members.

4. This new Corporate Plan will run from financial year 2018/19 to 2022/23, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

5. The Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to 'put the customer at the heart of everything we do'. For the purposes of this Plan, 'customers' means people that:

- Live (residents);
- Work or do business;
- Learn (students);
- Visit (tourist economy) and
- Play (leisure activities) in the District.

6. The Corporate Plan document includes many of the sections found in the organisation's previous Corporate Plans, including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The Corporate Plan can also be viewed as a set of three benefits maps. The content of these maps is by necessity more technical than is presented in the public document. The most significant change to the plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

7. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan, including the benefits maps, is a forward looking and comprehensive document.

8. Our vision: A great place where people enjoy living, working, learning and leisure.

9. Our purpose: Working together to serve our community.

10. Our values: Trust, One Team, Performance, Innovation and Customer.

11. Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. Feedback from local councils was taken through a report to the Local Councils' Liaison Committee (LCLC).

12. These consultations showed that the structure and strategic approach of the new Corporate Plan were welcomed by all stakeholders, alongside an endorsement of the consultation itself. Beyond this, a large amount of detailed commentary on specific drivers, aims, objectives and performance measures was received.

13. It is recommended that subject to the agreement of the Cabinet, the Council's new Corporate Plan for 2018/19 to 2022/23 and the Corporate Specification 2018/19 in Appendix 1, be submitted to Council for adoption. Further, it is recommended that the four

Select Committees – Communities, Governance, Neighbourhoods and Resources – be consulted on the draft benefits maps. Final definitions for the new key benefits and performance indicator set would then be agreed by the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation. This further consultation would help ensure that the benefits maps have both the style and the content which the Select Committees would find most useful in undertaking their scrutiny of Council performance. It is anticipated that this work would be completed during the last Select Committee cycle of the 2017/18 municipal year.

14. To minimise expenditure associated with its production, the new Corporate Plan will only be available as an electronic download via the Council's website or for customers to view as a hard copy at the Council's Civic Offices.

Corporate Aims and Objectives

15. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

16. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan was undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers;
- Local Councils via the Local Councils' Liaison Committee (LCLC);
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee; and
- Finance and Performance Management Cabinet Committee.

17. The headline summary of the Corporate Plan 2018-2023 – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

Corporate Specification 2018-2019

18. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Service business plans.

19. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees, and approved by Council. New operational objectives

will reflect the progress already achieved against the Corporate Plan.

20. Appendix 1 includes the Corporate Specification for 2018/19 written in narrative format. An abridged version can be found within the left-most column of the benefits maps in Appendix 2, under 'Specification 2018-19'. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading 'Corporate Plan 2018-2023'.

Benefits Realisation – Completing the Benefits Maps

21. The consultation on the structure and content of the draft Corporate Plan 2018-2023 was undertaken using benefits maps, see Appendix 2. An explanation of these maps is provided in this section of the report. Constructing the benefits maps is a complex and detailed task and significant feedback was received through consultations on the draft maps. Officers are currently working to revise and complete these maps with the intention to consult on the final version through reports to the Overview and Scrutiny Committee and Select Committees. The final benefits maps would then be agreed by the Finance and Performance Management Cabinet Committee in consultation with the Head of Transformation.

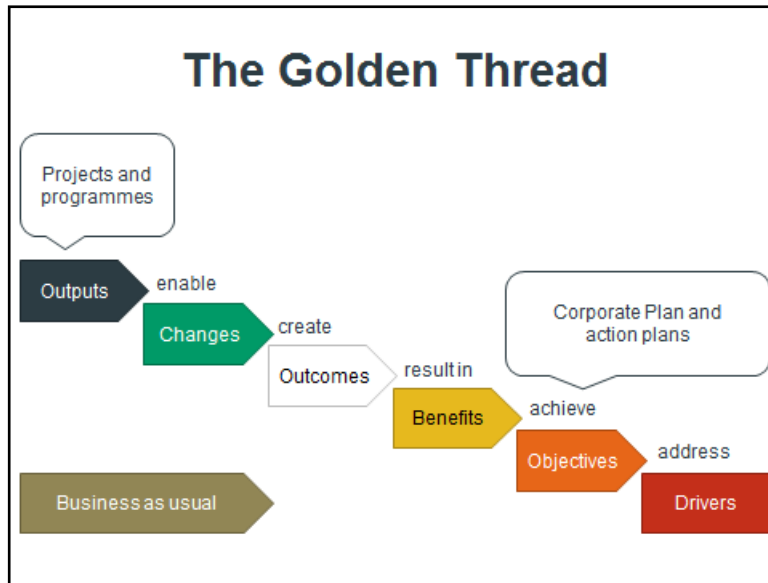
22. All benefits from individual corporate objectives, connect back to four (draft) key benefits, which are:

- B1 - Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

23. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

24. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs). As mentioned above, further work will be undertaken to complete this set of measures in consultation with the Select Committees.

25. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as benefits maps, showing the interconnections between the delivery of projects, through performance measures and benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



'The Golden Thread' linking project outputs through benefits to achieve objectives and address drivers.

26. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These 'benefits maps' show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

27. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

Conclusions

28. Subject to the agreement of the Cabinet, the Council's new Corporate Plan for 2018/19 to 2022/23, which will supersede the Corporate Plan 2015-2020, will be submitted to Council in December 2017 recommending adoption.

29. The Cabinet is requested to agree the Corporate Plan 2018-2023 and the Corporate Specification 2018/19 and recommend their adoption to the Council.

30. The benefits maps – containing the key benefits and performance indicator set – will be subject to further consultation with the Overview and Scrutiny Committee and Select Committees. It is recommended that the Finance and Performance Management Cabinet Committee, in consultation with the Head of Transformation, be authorised to agree further changes to the set.

31. The Corporate Plan, including the annual Corporate Specification are working documents and are therefore subject to change and development to ensure that the actions remain relevant and appropriate. Consequently, it has been proposed that the Leader of the

Council, in consultation with the Chief Executive, be authorised to agree any further changes to the Plan, following its adoption by the Council.

Resource Implications:

The design and production of the new Corporate Plan have been met from within the existing resources of the Transformation Team. Publication of the new Corporate Plan will be through an electronic format only, available via the Council's website. Resource requirements for actions to achieve specific objectives or benefits within the plan will be identified by the responsible service director and reflected in the respective budget.

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 objectives or benefits will be identified by the responsible service director.

Safer, Cleaner and 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 and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible service director.

Consultation Undertaken:

Management Board, Leadership Team and Cabinet Members were involved in developing the draft Corporate Plan 2018-2023. The content of this draft – including drivers, objectives and benefits – were the subject of consultation with customers, businesses, partners and staff. The views of Councillors were also sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee. The views of the Cabinet were gained through a report to the Finance and Performance Management Cabinet Committee. The views of local councils were gained through a report to the Local Councils' Liaison Committee (LCLC).

Background Papers:

- Corporate Plan 2015-2020 Report to Cabinet (C0-071-2014/15) on 9 March 2015 and Report to Council on 21 April 2015.
- Transformation Programme – Scope and Methodology Report to Cabinet (C-073-2015/16) on 03 March 2016.
- Benefits Management Strategy Report to Transformation Programme Board on 20 July 2016.
- Corporate Plan 2018-2023 Report to the Governance Select Committee on 4 July 2017.
- Corporate Plan 2018-2023 Report to the Resources Select Committee on 13 July 2017.
- Corporate Plan 2018-2023 Report to the Overview and Scrutiny Committee on 18 July 2017.
- Corporate Plan 2018-2023 Report to the Finance and Performance Management Cabinet Committee (FPM-007-2017/18) on 20 July 2017.
- Corporate Plan 2018-2023 Report to the Communities Select Committee on 5 September 2017.
- Draft Corporate Plan 2018-2023 Report to the Local Councils' Liaison Committee on 11 September 2017.
- Corporate Plan 2018-2023 Report to the Neighbourhoods Select Committee on

19 September 2017.

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

Equality Analysis:

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality impact assessment is provided as an Appendix to the report.