

CABINET

19 JULY 2019

REPORT OF DEPUTY CHIEF EXECUTIVE

A.6 PRIORITIES AND PROJECTS FOR 2019/20 AND A NEW CORPORATE PLAN 2020-2024

(Report prepared by Martyn Knappett and Anastasia Simpson)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek approval of the Cabinet's key priorities and projects for 2019 and to commence the process of preparing a new Corporate Plan for the period 2020-2024.

EXECUTIVE SUMMARY

Corporate Planning and Performance Management

The Council has an established set of arrangements to set out its long and medium term aims and to monitor progress in delivering them. This includes a long term Corporate Plan (agreed by Full Council), Annual Priorities and Projects in line with the Corporate Plan (agreed each year by Cabinet), quarterly performance reporting (to Cabinet and the Overview and Scrutiny Committees) and monthly performance reporting by the Management Team. In addition Departmental Plans are prepared annually at an operational management level.

An overview of the performance system is as follows:

Timescales/Term	Performance Document/Plan	Key Objectives
4 Years	Corporate Plan Developed by Cabinet, agreed by Council	<ul style="list-style-type: none">• Long term Council aims /priorities• 'Plan on a page'• Strategic• Vision/Values of the organisation
1 Year	Priorities and Projects Developed and agreed by Cabinet	<ul style="list-style-type: none">• Specific deliverable projects• Performance Standards
Quarterly	Performance Reporting Deliverables developed / agreed by Cabinet	<ul style="list-style-type: none">• Reporting on individual priorities, projects and key service deliverables.• Reports provided to Cabinet and Overview and Scrutiny Committees• Reports include deliverables, targets, metrics and measures
Monthly	Performance	By Council's Management Team

Reporting and review

Annually

Departmental Plans

- Operational plans at officer level.

A new Corporate Plan

The Leader of the Council announced his intention to begin the process of preparing a new Corporate Plan at the last meeting of the Cabinet.

With the election of a new Council and the formation of a new Administration, and given that the current Corporate Plan runs to 2020, this is an appropriate time to begin preparatory work to develop a new Corporate Plan for agreement by the Council.

The proposed timescale and process for doing this is set out in the body of the report. It will take a number of months in order to allow proper consideration and scrutiny of the proposed content before the Council is asked to formally agree the plan.

Cabinet is requested to confirm at this stage that the overall approach to the Corporate Plan, Priorities and Projects and Performance Management and reporting should continue on the current basis and that the Corporate Plan itself should again be

- a “Plan on a Page”,
- with Community Leadership at its heart,
- with other “cross cutting” themes identified such as Tending4Growth,
- and with a clear statement of the Council’s overall vision and values.

Priorities and Projects 2019/20

Given the time needed to prepare and agree a new Corporate Plan it is proposed that the Cabinet’s Priorities and Projects for 2019-20 be approved now and that the regular performance reporting focusses on delivery of those priorities and projects for the current year.

Following informal discussions the Cabinet have developed the proposed Priorities and Projects for 2019-20 which are set out in Appendix A to this report and they are recommended to the Cabinet for formal approval.

Specific deliverables for the priorities and projects will be developed in consultation with the relevant Portfolio Holders and will be incorporated into the Performance Report for the end of Quarter 2 (end September 2019). That report will be put to Cabinet before either of the Overview and Scrutiny Committees so Cabinet as a whole can confirm the deliverables for its Priorities and Projects before they are subject to scrutiny.

RECOMMENDATION(S)

It is recommended that

- (a) The Cabinet’s Priorities and Projects for 2019-20, as set out in Appendix A, are agreed.**
- (b) Deliverables and measurable outcomes for the Priorities and Projects are developed and incorporated into the Council’s Performance Reports for**

agreement by Cabinet and ongoing reporting and scrutiny as set out in this report.

- (c) Cabinet instructs officers to work with Portfolio Holders to bring forward proposals for a new Corporate Plan for the period 2020 to 2024 based on the approach set out above.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The current Corporate Plan sets out high level priorities for the Council 2016-2020, alongside an annual schedule of priorities and projects. The Council wants to ensure business as usual following the election and that updated, clear priorities are agreed for the current year and to enable a new Corporate Plan to be developed.

FINANCE, OTHER RESOURCES AND RISK

There are no financial implications in setting out the Council's aspirations in a Corporate Plan or in the Annual Schedule of Priorities and Projects. Individual projects still need to be fully and properly assessed and formally approved prior to commencing. One of the priorities from the LGA Peer Challenge carried out in 2018 was that an enhanced approach to project management, project delivery and performance reporting be brought into use. This will encompass a full assessment of resources and risk.

LEGAL

The Corporate Plan forms part of the Council's Policy Framework which means it must be approved by Full Council following a process involving both Cabinet and Overview and Scrutiny.

The legal implications of individual projects will be assessed when they are brought forward for formal decisions to be made.

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

It is proposed that partners and stakeholders should be consulted on the draft Corporate Plan.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Corporate Plan 2020-2024

The Council's Corporate Plan sets out the Council's vision and values together with key strategic long term aims and priorities. It has a key focus on Community Leadership being "at the heart of everything we do". Once adopted by the Full Council it is part of the Council's Budget and Policy framework and thus sets the direction and context for the Council's work for the period of the Plan. For further information on the Budget and Policy Framework

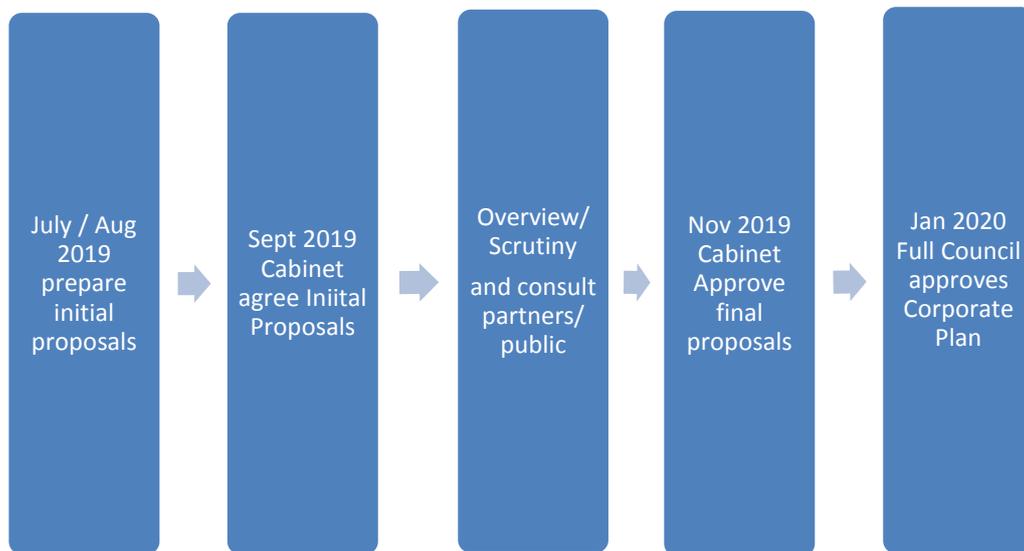
Members are referred to Article 4 of the Council's Constitution.

There is a specific process set out in the Constitution for the development, scrutiny and approval of the Corporate Plan.

Initial proposals are prepared and agreed by Cabinet; they are reported to the Overview and Scrutiny Committees for consideration and comment back to Cabinet; Cabinet then agree final proposals which are recommended to Full Council for approval.

Given the importance of the Corporate Plan for the long term focus of the Council there should also be a degree of public engagement and the opportunity should be provided to key partners of the Council and other stakeholders to feed into the process. This should include public service partners, business and community representatives. It is suggested that this should be carried out when the Cabinet's initial proposals have been prepared – in parallel with the review of the initial proposals by the Overview and Scrutiny Committees.

In light of the above the likely timetable for the preparation of a new Corporate Plan is as follows.



The Council's performance management arrangements seek to establish a clear linkage – sometimes referred to as a “golden thread” between the long term aims of the Corporate Plan, the medium term priorities and projects, the deliverables identified for those priorities and projects and the more detailed service aims set out in Departmental Plans and ultimately in the individual performance aims set for individual officers.

Having a clear statement of the Vision of the Council and the values it expects all Members and staff to adhere to also have a wide and deep influence on the day to day working of the Council.

Finally, with regard to the content and structure of the Corporate Plan and the Council's Performance Management arrangements this report suggests that the set of arrangements currently in place, and which has evolved over a number of years, is fit for purpose and works well, and should continue to be the basis used by the Council.

Thus it is proposed to prepare a high level strategic “Plan on a Page” which will include the Council's vision and values as well as the specific corporate priorities the Council wishes to

commit its resources to strive towards.

It is proposed that a strong focus on Community Leadership should be at the heart of the Plan and that it may be appropriate to identify other cross cutting themes in a similar way.

Priorities and Projects for 2019-20

Given the timescale for preparing a new Corporate Plan it is important to continue to monitor and scrutinise performance against priorities in the current year.

The proposed Priorities and Projects for 2019-20 are set out in Appendix A. These have been developed through informal discussion with members of the Cabinet and are now presented for formal consideration and approval. In line with our Community Leadership role they include matters where the Council is not directly responsible but where it seeks to influence for the benefit of the District or to work with Partners.

They have been grouped into five themes as follows

Growing our Prosperous Economy – Tendring4Growth
Building Sustainable Communities for Future Generations
Strong Financial Management
Delivering High Quality Services
Maximising our Partnerships

Deliverable and measurable outcomes for the priorities and projects by March 2020 will be prepared and reported to Cabinet for approval as part of the regular Quarterly Performance Reporting arrangements and will then be subject to scrutiny in the usual way.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

APPENDIX A – SCHEDULE OF PRIORITIES AND PROJECTS 2019-20

**MARTYN KNAPPETT
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