

Key Decision Required:	No	In the Forward Plan:	No
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RESOURCES AND SERVICES OVERVIEW AND SCRUTINY COMMITTEE

14 OCTOBER 2019

REPORT OF THE DEPUTY CHIEF EXECUTIVE

A.1 NEW CORPORATE PLAN 2020-2024

(Report prepared by Martyn Knappett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek comments and feedback from Resources and Services, Overview and Scrutiny Committee, to Cabinet in relation to the draft Corporate Plan 2020/24 and its initial proposals.

EXECUTIVE SUMMARY

The Council's Corporate Plan – alongside the 10 year financial strategy, the Annual Budget and the Local Plan – sets out the long term strategic framework of policies, priorities and projects for the benefit of the Tendring District.

It provides a clear lead to direct the deployment of the Council's finances, staff and other resources, allowing long term planning and forming the cornerstone of the Council's planning, policies and performance management.

At its meeting on 19 July 2019 the Cabinet agreed to "instruct officers to work with Portfolio Holders to bring forward proposals for a new Corporate Plan for the period 2020 to 2024. Initial proposals were presented to Cabinet on 13 September 2019.

It also agreed that the current strategic Performance Management arrangements should remain in place. Consisting of

- A high level, strategic, long term Corporate Plan agreed by Council.
- An annual programme of Priorities and Projects to deliver the Corporate Plan aspirations agreed by Cabinet.
- Clear milestones and deliverables for the Priorities and Projects set out in the Performance Dashboard.
- Quarterly reporting of the Performance Dashboard to Cabinet and the two Overview and Scrutiny Committees.
- Monthly monitoring of the Performance Dashboard by Management Team.

The attached draft Corporate Plan (Appendix A) follows the principles which were also agreed at the last Cabinet meeting, namely

- A "Plan on a Page"
- With Community Leadership at its heart
- With other cross-cutting themes identified such as Tendring4Growth,
- And with a clear statement of the Council's overall vision and values.

A number of major topics and themes – such as **Jaywick, Garden Communities** and support for **local businesses**, carried forward from the previous Corporate Plan into this new draft because they are very long term and ongoing. Some key points for Members to be

aware of are as follows

- **Community Leadership** remains as the predominant cross cutting theme.
- Economic growth - “**Tendring4Growth**”- is also highlighted as a theme which cuts across a wide range of the Council’s service activities and projects.
- Transformation – of the way we work – no longer features as a separate heading but is embedded as “**modern facilities**” and “**24 hour digital services**”.
- The Council’s commitment to work towards **Carbon Neutrality** is included – alongside – “**minimise waste; maximise recycling**”.
- **Effective regulation and enforcement, a proactive Planning service and effective planning policies** reflect the key importance of these activities to have a positive impact on the wider district and residents – hopefully with the benefit of an adopted Local Plan in the first year of the life of the new Corporate Plan.
- More emphasis and detail is provided regarding **working with partners** as a Community Leader – setting out not just some of the key partnerships but what we aspire to achieve through that approach.
- The plan to embark on **new housebuilding** is included, as is the desire to see **town centres** in Tendring revitalised.
- **A Growing and inclusive economy** includes developing and supporting **existing businesses** as well as attracting **new businesses** and a commitment to promoting not just the major **Tourism** attractions of Tendring but also the **Heritage and Cultural** offers.

The success of the whole plan requires a **sound financial position** over the long term and continued commitment to the **10 year financial plan** is vitally important. We are currently in year 3 of the Plan and the period of this Corporate Plan will see four years, when steady but significant reductions in the Council’s base, ongoing budget are required. This will be very challenging in a time when central government funding will be fully withdrawn, but the long term financial plan holds out the prospect of the Council’s budgets becoming balanced and self-financing without the need for further reductions in the following years.

The success of the whole plan also requires **effective and positive governance** to ensure the Council and its various resources – **people, assets, IT and finances** - are well managed to enable the Corporate Plan priorities and the full range of the Council’s services to be delivered.

The **Vision and Values of the Council** have been reviewed and considered in the light of changing circumstances – both in the world of local government and more widely – and it is felt that they remain appropriate and relevant so they remain unchanged from the previous plan.

The **timetable** for completion of the Corporate Plan, with it ultimately being approved by Full Council early in 2020 is set out in Appendix B.

A Corporate Plan is very much something which is for the Council to set out for itself. So it is appropriate to seek views on the Initial Proposals from the wider membership of the Council through the Overview and Scrutiny Committees.

Wider **community engagement** will also be undertaken with a consultation period from 16 September to 21 October. The plan will be sent to key public sector partners, businesses and community organisations. The Initial Proposals will also be posted on the Council’s Website and a press release will invite any interested Members of the public to comment.

Comments from the various sources will be incorporated into a report to Cabinet in November to enable Cabinet to determine its Final Proposals for the new Corporate Plan.

The Final Proposals will be Cabinet's recommendation to Council in January 2020.

RECOMMENDATION(S)

It is recommended that:

Resources and Services, Overview and Scrutiny Committee reviews the content of the draft Corporate Plan 2020 – 24 as set out in Appendix A and provides Cabinet with any comments or recommendations.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Corporate Plan sets out high level priorities for the Council 2020-2024.

FINANCE, OTHER RESOURCES AND RISK

There are no financial implications in setting out the Council's aspirations in a Corporate Plan. 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.

Initial proposals for a Corporate Plan were prepared and agreed by Cabinet on 13 September 2019; they are now being reported to the Overview and Scrutiny Committees for consideration and comment back to Cabinet; Cabinet then agrees 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. Initial proposals for external consultation are outlined in Appendix C. This includes public service partners, business and community representatives. This is being undertaken in parallel with the review of the initial proposals by the Overview and Scrutiny Committees.

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.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

APPENDIX A – DRAFT CORPORATE PLAN

APPENDIX B – TIMETABLE

APPENDIX C – CONSULTATION PROPOSALS

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