

CABINET

20 DECEMBER 2019

REPORT OF THE LEADER OF THE COUNCIL

A.1 A NEW CORPORATE PLAN 2020/24

(Report prepared by Martyn Knappett)

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

To seek Cabinet approval and recommendation to Full Council, the final proposals for the Corporate Plan 2020/24 following full consultation with key partners and stakeholders.

EXECUTIVE SUMMARY

At its meeting on 13th September 2019, the Cabinet agreed the draft proposals for the Corporate Plan 2020/24 (*as set out in Appendix A*) as its initial proposals for consultation purposes.

The consultation process included; presentation to the two Overview and Scrutiny Committees (*for consideration and comment back to Cabinet*), and consultation with key partners (*other Local Authorities, Parish and Town Councils*) community representatives, local primary and secondary schools, members of the public and industry and business bodies. The feedback from the consultation process has been summarised within this report.

The Corporate Plan, final proposals continues to follow the principles which were previously agreed by the Cabinet, 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.

However, following the consultation process and as part of working collaboratively, a number of consultees have requested that the *Future of Essex and the vision and ambitions this sets out, be included with Tendring’s final proposals. Therefore it is recommended within the Values section and working collaboratively that this section is expanded as follows:

Working collaboratively with partners, including supporting the Essex wide vision and ambitions.

The other key themes, remain as previously reported:

- **Delivering High Quality Services**
- **Community Leadership Through Partnerships**
- **Building Sustainable Communities for the Future**
- **Strong Finances and Governance**
- **A Growing and Inclusive Economy**

There have also been some minor updates to the order of priorities within the Corporate Plan.

The **Vision of the Council** remains unchanged from the initial proposals.

The previously agreed **timetable** for completion of the Corporate Plan still stands and seeks approval by Full Council in early 2020.

RECOMMENDATION(S)

It is recommended that Cabinet agree the final proposals for the Corporate Plan 2020/24 as set out in Appendix B and recommends them to Full Council for approval.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

The Corporate Plan sets out high level priorities for the Council 2020/24.

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.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

Corporate Plan 2020/24

The Council's Corporate Plan sets out the Council's vision and values together with key strategic long term aims and priorities. Once adopted by 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.

Initial proposals for a Corporate Plan were prepared and agreed by Cabinet; they were then reported to the Overview and Scrutiny Committees (*for consideration and comment back to Cabinet*) and consultation was undertaken with key partners of the Council and other

stakeholders.

The consultation process is now concluded and final proposals remain much the same as the Cabinets initial proposals. Consultation feedback has been largely positive with the majority of respondents supporting Tendring's proposals for a Corporate Plan and the themes within. All respondents recognise the importance of partnership working in order to deliver against the various work streams and as such Community Leadership remains as the predominant cross-cutting theme.

Furthermore, the Tendring4Growth cross-cutting theme links to the aspirations identified through the Future of Essex, which outlines a shared vision for change.

A sample of the consultation feedback can be found below:-

"We are pleased to see the clear commitment to partnership working".

"The proposed plan is a clear and concise document."

"It is a positive that the lobbying for Tendring's future has been placed under the partnerships and community leadership section following conversations at various partnership forums about how we can work together to lobby central government."

"There is clear alignment across the aims with the priorities emerging from Essex Chief Executives, Essex Leaders and Chief Execs and Essex Partners."

"Very pleased to see that the draft includes Tendring4Growth, Heritage/Culture and Effective regulation and enforcement."

"I think the carbon natural comments perfectly sum up how forward thinking and ambitious Tendring is".

"Within the partnership aims it would be good if reference could be made to the Future of Essex and the vision and ambitions this sets out".

"Would like to see enforcement taken a step further and that there should be a 'will' to enforce across the Council".

"Need for positive promotion and lobbying for a positive image and perception of Jaywick Sands. Press for improved provision regarding Special Educational Needs which was considered to be very poor. Press for better mental health services provision for 18 to 25 year olds. Support for "less waste / more recycling" - and urging support for community and school based recycling projects".

"Would also like to see as priorities for the Council, road safety and investments in local amenities, infrastructure for all the additional housing and support for rural communities".

In total 17 consultation responses were received from the following:

- 1 Local Business
- 3 Councillors
- 6 Senior Managers
- 3 Parish /Town Councils
- 1 Local Authority

- CVST (Community Voluntary Services, Tendring)
- Both Overview and Scrutiny Committees

All respondents received an acknowledgment in relation to their comments. Where appropriate, once the Corporate Plan is finalised, further correspondence will be sent giving the respondents information about Council processes and structures for clarification, alongside thanking them again individually for their replies.

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.

At its meeting of the 8th November, the Cabinet agreed the deliverables and measurable outcomes for the Cabinets agreed Priorities and Projects 2019/20, which deliver against the key themes identified in the Corporate Plan. Many of the suggested priorities, highlighted throughout the consultation process (*such as those above*), are addressed in the Councils performance management arrangements.

Finally, 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.

BACKGROUND PAPERS FOR THE DECISION

None

APPENDICES

APPENDIX A – DRAFT CORPORATE PLAN
APPENDIX B – CORPORATE PLAN FINAL PROPOSALS