

Report for: Cabinet

Date of Meeting: 04 June 2024

Subject: Draft Corporate Plan 2024-28

Cabinet Member: Cllr Luke Taylor, Council Leader

Responsible Officer: Stephen Walford, Chief Executive

Matthew Page, Head of People, Performance and Waste

Steve Carr, Corporate Performance and Improvement Manager

Exempt: N/A

which are Exempt from publication under paragraph 3, Part 1 of Schedule 12A to the Local

Government Act 1972 (as amended) as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

Wards Affected: All

Enclosures: Appendix 1: Draft Corporate Plan 2024-28

Section 1 – Summary and Recommendation(s)

To consider the draft Corporate Plan for 2024-28.

Recommendations:

- 1. Cabinet review the draft Corporate Plan 2024-28, Appendix 1, and recommend any alterations.**
- 2. Cabinet agree that the draft Corporate Plan 2024-28 is considered by each Policy Development Group and that their recommendations are brought back to a future Cabinet meeting, prior to any onward recommendation to Full Council.**

Section 2 – Report

1.0 Introduction

- 1.1 A Corporate Plan is a strategy that documents, communicates and provides a framework for the delivery of strategic priorities. It should provide a shared understanding of what the Council is trying to achieve. This ensures the public are aware of the Council's objectives, and can therefore hold the Council accountable.
- 1.2 The Corporate Plan also clarifies to staff what the Council's priorities are, and enables their role in delivering the Plan to be delegated to them, such as through the appraisal process.
- 1.3 A Corporate Plan enables governance, resources and other management controls, such as risk management, to be aligned to the Council's strategic goals.
- 1.4 It is also used to assess performance by internal and external auditors in terms of Value for Money considerations, ensuring that Council resources are aligned and are being used effectively to achieve corporate aspirations.

2.0 Corporate Plan 2024-28 Development

- 2.1 The draft Corporate Plan has been under development since January 2024 when an initial meeting was held by the Council Leader with the Cabinet and committee/ Policy Development Group chairs and vice chairs. Officer support was provided by the Leadership Team and the Corporate Performance and Improvement Manager.
- 2.2 This initial meeting began to clarify the timeline for developing a new corporate plan, the approach to be undertaken, and the thematic areas to be explored.
- 2.3 Further research was undertaken by the Council Administration into the key development areas to be considered under each thematic area. Analysis of this feedback was provided by officers at a subsequent meeting in March 2024. Members from the Administration used this information to clarify and prioritise their aims and objectives. From this, the draft Corporate Plan 2024-28 has been developed by Council officers.

3.0 Draft Corporate Plan 2024-28 Structure

- 3.1 The draft Corporate Plan has a fairly typical layout for a strategy document. Following a front cover and a contents page, there are a series of background and contextual pages to introduce the reader to the Plan, the District, and to the Council.
- 3.2 The Council's priorities are structured around five themes, these are:

- Planning, Environment & Sustainability
 - Community, People & Equalities
 - Homes
 - Economy & Assets
 - Service Delivery and Continuous Improvement
- 3.3 The Council reviewed its governance arrangements in spring 2024, and realigned its Policy Development Groups to these themes.
- 3.4 For each theme in the draft Corporate Plan, a number of Aims are listed. 28 Aims are currently proposed. These provide a strategic statement of what the Council is aiming to achieve. For each Aim, there is an objective statement detailing how the Council will deliver on each Aim.
- 3.5 A set of performance indicators are provided within the draft document. These indicators and their targets are very much in development by officers. The performance indicators will enable both the Council, and others, to monitor and scrutinise performance in delivering the Corporate Plan. By exception, these indicators have draft performance targets in place. These are either set as annual targets, or as a target over the course of the Plan.
- 3.6 The final pages of the draft Plan detail the Council's values and there is a summary statement provided by the Chief Executive.
- 4.0 Further Refinement**
- 4.1 As stated, this is a draft document. It would benefit from the insight and review of all Elected Members. It is therefore recommended that following review by Cabinet, it is considered at each Policy Development Group, with recommendations referred back to Cabinet for the meeting on 02 July, before the draft Corporate Plan is presented to Full Council on 17 July 2024 for consideration and approval.

Financial Implications

A new corporate plan will set the direction of policy travel for the Council at a strategic level. However, it does not have any direct actions associated with it at this point, and the council's financial context will continue to be set at a strategic level via the annual budget and Medium Term Financial Planning processes. When the Council agrees a new corporate plan, subsequent decisions that may be taken to realign activity to the new corporate plan in due course, will each be subject to the appropriate impact assessments given to decisions made by the Council in the normal way.

Legal Implications

Setting out the Council's Aims and Objectives through a corporate plan helps the Council demonstrate its performance in relation to Value for Money considerations.

Risk Assessment

Not applicable at this stage. Upon approval, the Council's performance to achieve its corporate plan will be measured and monitored through a suite of performance metrics. This will help to identify underperformance as soon as possible, and enable decisions to be taken to improve performance.

Risk management processes within the Council reflect the strategic and operational priorities of the Council. Therefore, once a new corporate plan is approved all relevant risk registers, particularly the Corporate Risk Register, will need to be reviewed to ensure they appropriately capture all relevant risks.

Impact on Climate Change

Throughout the draft Corporate Plan, aims and objectives related to the Council's impact on climate change can be noted. These are supported by relevant performance measures. Alongside this reference is made to climate resilience, ensuring that the Council and our communities are prepared and able to meet the challenges of a changing climate.

Equalities Impact Assessment

One of the five themes of the Corporate Plan is Community, People and Equalities which details a number of aims and objectives related to equalities. All policies and decisions undertaken by the Council as a result of a new Corporate Plan will be subject to an equalities impact assessment in the normal way.

Relationship to Corporate Plan

This report introduces the draft Corporate Plan 2024-28 which will replace the current Corporate Plan. It is expected that a final performance report on the current Corporate Plan will be presented to Cabinet on 02 July 2024. The new corporate plan will set the overarching direction of travel for the council and will guide all future decision-making for the remainder of the political cycle.

Section 3 – Statutory Officer sign-off/mandatory checks

Statutory Officer: Andrew Jarrett

Agreed by or on behalf of the Section 151

Date: 22/05/2024

Statutory Officer: Maria De Leiburne

Agreed on behalf of the Monitoring Officer

Date: 22/05/2024

Chief Officer: Stephen Walford
Agreed by or on behalf of the Chief Executive
Date: 22/05/2024

Performance and risk: Steve Carr
Agreed on behalf of the Corporate Performance & Improvement Manager
Date: 15/05/2024

Cabinet member notified: (yes)

Report: Exclusion of the press and public from this item of business on the published agenda on the grounds that it involves the likely disclosure of exempt information. (No)

Appendix: Exclusion of the press and public from this item of business on the published agenda on the grounds that it involves the likely disclosure of exempt information. (No)

Section 4 - Contact Details and Background Papers

Contact: Dr Steve Carr, Corporate Performance and Improvement Manager
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Background papers: