

Strategy and Resources Committee
14 January 2020

FOUR YEAR PLAN 2020 - 2024

Head of Service/Contact: Gillian McTaggart, Head of Policy, Performance & Governance

Urgent Decision?(yes/no) No

If yes, reason urgent decision required:

Annexes/Appendices (attached): **Annex 1** - Four Year Plan 2020- 2024 (to follow)

Other available papers (not attached):

Report summary

A new corporate plan has been developed for the next plan period of 2020-2024. This report sets seeks the agreement to the new plan and also for its recommendation for adoption by Council.

Recommendation (s) for Strategy & Resources Committee

The Committee are asked to:

- (1) agree the draft corporate plan entitled 'Four Year Plan, 2020-2024', attached at Annex 1; and**
- (2) recommend to Council the adoption of the Four Year Plan 2020-2024 as the Council's new corporate plan.**

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 The current Corporate Plan 2016 to 2020 due to end on 31 March 2020.
- 1.2 The proposed new draft plan sets the direction for the next four years, shaping the Council's plans and priorities and services.

2 Background

- 2.1 The Corporate Plan sets out the Council's overall vision alongside priorities and objectives for the future.

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- 2.2 The Plan provides a framework for decision making, which ensures that available resources are allocated to meet the needs of our communities. Having a clear vision for the future, aligned with strategic priorities and activities also provides a framework for managing the effectiveness of the organisation as a whole, as well as for managing individual services. This in turn allows for good and effective scrutiny of both decisions and performance.
- 2.3 The current Corporate Plan and its four key priorities was adopted by Council on 19 April 2016. The four priorities were:
- Keeping the Borough Clean and Green;
 - Supporting the Community;
 - Managing our Resources and
 - Supporting Business and our Local Economy.
- 2.4 The Council has been in the process of developing a longer term vision for the Borough through the Future40 programme. Extensive engagement and consultation exercises have been undertaken as part of the Future 40 programme, which have included key stakeholders, business, residents and community groups. This has helped inform and shape the priorities and aspirations for the future of our Borough until 2040.
- 2.5 The draft long-term Vision was reported to Strategy & Resources Committee in July 2019 and identified five key themes:
- Green & Vibrant,
 - Safe & Well,
 - Opportunity & Prosperity,
 - Smart & Connected, and Cultural & Creative.

The final Vision is also an item to this Committee.

The new Four Year Plan has reflected these five themes.

- 2.6 In developing the new corporate plan, the five themes which have emerged from the Vision now form the basis for delivery for the Four Year Plan. A further theme has been added following in light of the Council's role around stewardship. The sixth theme is 'Effective Council'.

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3 Proposals

- 3.1 The Four Year Plan for 2020 to 2024, attached at **Annex 1**, outlines the themes, priorities, key outcomes, how we are going deliver and monitor against the Plan.
- 3.2 The Plan sets out six new themes :
 - 3.2.1 Green & Vibrant - A better place to live where people enjoy their surroundings
 - 3.2.2 Safe & Well - A place where people feel safe, secure and lead healthy, fulfilling lives
 - 3.2.3 Opportunity & Prosperity - A successful place with a strong, dynamic local economy where people can thrive
 - 3.2.4 Smart & Connected - Alive and connected socially, economically, geographically and digitally
 - 3.2.5 Cultural & Creative - A centre for cultural and creative excellence and inspiration
 - 3.2.6 Effective Council - Engaging, responsive and resilient Council.
- 3.3 The Four Year Plan does not cover everything that the Council does but focuses on a combination of issues that matter most to our local communities within the national context.
- 3.4 The plan takes into consideration that things will change over the life of the plan but the Council will remain focused on what will make the biggest difference based on the resources that we have to deliver them.
- 3.5 The corporate plan sets out the strategic priorities for the Council, which are underpinned by a number of aligned and more detailed strategies and plans that translate the Vision, desired outcomes and priorities into robust, outcome focussed delivery plans. Delivery of the themes and priorities will require collaboration between services across the Council.
- 3.6 The delivery of the key targets identified annually from the Four Year Plan will be monitored and reported as part of the performance management framework. The outcomes will be reported within an Annual Report.
- 3.7 As the plan will be used for 4 years, the context and, particularly, the actions will change over time and the plan will be reviewed to ensure it remains current. .
- 3.8 The value of the Four Year Plan is not in the document itself but the degree to which it influences activity across the Borough over the next 4 years. The launch and communication of the Plan is, therefore, very significant for the Council. There will be a programme of communications

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activity within the Council to embed the Plan within the working of all our teams and as a guide to our work with partners and stakeholders.

4 Financial and Manpower Implications

- 4.1 We take a strategic approach to financial planning and decision making and have a number of key strategies that will support the delivery of the Four Year Plan including the Medium Term Financial Strategy.
- 4.2 There are no specific financial implications although a number of projects and policies within the plan will have financial implications.
- 4.3 **Chief Finance Officer's comments:** The new Four Year Plan will be supported by a new Medium Term Financial Strategy, to support delivery of the plan while maintaining the financial health of the organisation.

5 Legal Implications (including implications for matters relating to equality)

- 5.1 There is no legal requirement for the council to adopt a corporate plan. However, such a plan provides the necessary framework and context upon which the council can direct its decision making and significantly contributes to robust corporate governance arrangements.
- 5.2 As a public body, the Council is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. In the adoption of the Plan, it is not considered that there would be any negative impacts on any of the protected characteristics, although in the delivery of individual strategies and action plans that underpin the corporate plan, equality impact assessments will be undertaken where necessary.
- 5.3 **Monitoring Officer's comments:** none arising from the contents of this report.

6 Sustainability Policy and Community Safety Implications

- 6.1 The new Four Year Plan includes a focus on environmental and sustainability issues including the Council's motion to tackle climate agreed in July 2019.
- 6.2 Community safety implications are also addressed under the key theme, Safe and Well.

7 Partnerships

- 7.1 The Council cannot deliver the Four Year Plan on its own and will work with a range of partners to help and support its delivery.

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8 Risk Assessment

- 8.1 Failure to approve a corporate plan for the Council will mean that there will be a lack of clear direction and priorities upon which decision making can be directed and resources allocated. Without a corporate plan there is a risk that key stakeholders and especially the public will be unclear about the Council's aspirations and goals and may therefore be unwilling to commit their time and energy to working with the Council for the betterment of the community. This would prove particularly challenging as the Council looks to attract new inward investment to stimulate the economy and work more closely with partners.
- 8.2 The delivery of a Corporate Plan is not a strategic risk although there are specific risks identified in delivering the specific plans and projects.
- 8.3 The need to deliver high quality services and corporate objectives will require on-going investment in skills and operational assets.
- 8.4 The Four Year Plan addresses these risks by setting clear priorities to shape the future of the borough over the medium term.

9 Conclusion and Recommendations

- 9.1 The new Four Year Plan, reflects the aspirations of Members to make significant improvements to the Borough and to support the Vision. The Plan will be the Council's corporate strategy, shaping and prioritising our work and as a guide to those who work with us to help identify shared priorities and opportunities.
- 9.2 That the Committee agree the draft Four Year Plan 2020 to 2024 and recommend its adoption to Council.

Ward(s) affected: (All Wards);