
Corporate Plan Review

To: **Council – 15 October 2015**

Main Portfolio Area: **Leader and all Portfolios**

By: **Madeline Homer – Chief Executive**

Classification: **Unrestricted**

Ward: **Whole District**

Summary: The Constitution requires that the Council Corporate Plan be adopted by Full Council in accordance with the Budget and Policy Framework Procedure Rules.

This report details the proposed new priorities for the Corporate Plan 2015-2019.

For Decision

1.0 Introduction and Background

- 1.1 The Council's current Corporate Plan was published in 2012 and covers the period of 2012 – March 2016.
- 1.2 Since the publication of the, 2012-16 Corporate Plan, the Council has faced significant challenges, coupled with a change in political administration and future funding pressures, it is considered timely to re-set the Council's Corporate Priorities for the next four years.
- 1.3 The proposal to re-set the corporate priorities also supports, one of the key messages arising from the Local Government Association Peer Review in 2014.

“Clarify what you want to achieve and how you are going to do it and then put the appropriate resources in place – a rationalised set of priorities will drive the Medium Term Financial Plan”.

2.0 The Current Situation

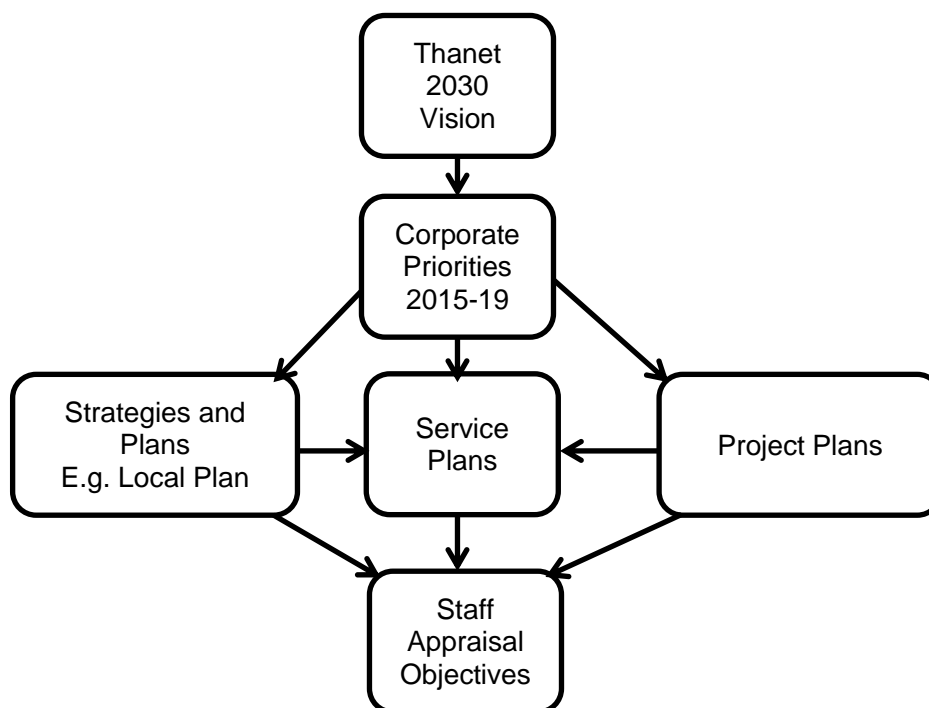
- 2.1 Through the proposed new priorities, the Council will: continue to shape the future of the District by maximising the use of the current powers it holds; ensuring accountability to the electorate it serves; innovating where new opportunities present themselves; and collaborating with partners to deliver the best possible services within the funds available to the Council.
- 2.2 The proposed Corporate Values identify the way the Council will work in order to deliver its priorities.

- 2.3 The Council is responsible for a wide range of statutory and discretionary services and through the proposed new priorities it will take an outcome focussed approach to find the right way to deliver its services.
- 2.4 The largest challenge the Council faces over the next four years is to deliver further improvements to its services with reduced funding and resources. This will require the Council to work with its partners and residents to minimise the impact of the challenge ahead and manage the expectations on the Council within its limited resources.
- 2.5 The proposed new priorities will underpin the 2030 Vision for the District (which can be found on the Council website <http://thanet.gov.uk/about-us/thanet-vision-2030/>) and will be delivered through the annual focused operational service plans. The Council's performance and governance framework will ensure that the Council has the ability to monitor and manage the achievement of the outcomes from the proposed new priorities, through aligned performance measures and specific improvement actions.
- 2.6 The proposed new Corporate Priorities and Values are attached to this report as Annex 1.

3.0 Linking the Corporate Priorities to Service Plans and Projects

- 3.1 This draft Corporate Priorities document has been designed as a strategic document which aims to impact on the long-term future of Thanet. The strategic goals set out within the priorities, are supported by more detailed plans and strategies which set out service specific projects, actions and targets.
- 3.2 Diagram 1 below shows how these plans and strategies fit together. The diagram has six elements:
- a) The 2030 Vision for Thanet which sets out the broad aims for the District.
 - b) The Corporate Plan which is the Council's medium term planning document and it identifies the key priorities and aims that the Council will focus on over a four year period.
 - c) Service Plans are the operational plans of the different departments within the Council; they include details on specific projects, actions and targets.
 - d) There are a number of other strategies and plans tackling specific issues which cross cut across the Council's different departments. These are tied closely to service plans to ensure that individual departments keep on track with their contribution to the Corporate Plan.
 - e) Projects are planned, monitored and reviewed in accordance with the Council's project management framework.
 - f) Staff appraisal objectives are linked to the departmental targets and are monitored through the Council's staff appraisal process.

Diagram 1



- 3.3 As stated in Priority 2 of the Draft Corporate Priorities 2015-19, the achievement of the Council's long-term aims will require the Council to work in partnership with other organisations from the public, private and voluntary sectors. These organisations also have strategies and plans which will contribute to the delivery of the Corporate Priorities 2015-19.

4.0 Overview and Scrutiny Panel, and Cabinet - recommendations

4.1 Overview and Scrutiny Panel – 18 August 2015

- 4.1.1 The panel raised the question of how the document will be published, if it will be in leaflet form or posted on the website and the costs associated with it. The Leader advised that this is open to suggestions and the final approach and costing will be circulated to Scrutiny Members.
- 4.1.2 A suggestion was made that officers consider existing local distributions or current community magazines and provided the example of the Ramsgate Town Council regular publication.
- 4.1.3 Members raised the question about what services would be stopped or no longer be provided. The Leader informed the panel that this document is about the prioritisation of resources and not necessarily cutting services.
- 4.1.4 Under Priority 1 – the following comments were made by the Panel:
- The council look at more innovative ideas such as the footprints leading up to bins and the use of fluorescent notices.
 - Pilots in certain areas for dummy CCTV cameras and notices.
 - The council consider undertaking a study on commercial waste collection.

- Review the usage of the seagull proof waste bags.

4.1.5 Subject to the above comments, the Panel recommended the Corporate Plan to Cabinet.

4.2 **Cabinet 10 September 2015**

4.2.1 Cabinet observed that the proposed new corporate priorities and values are being made in an economic context of further spending cuts following the Government's Comprehensive Spending Review in November 2015. In order for the Council to maintain frontline service delivery; there was a need to be more focused by reducing the amount of Corporate Priorities from eleven to three. These priorities were aimed at improving the quality of life for Thanet residents.

4.2.2 The Leader agreed to consider the suggestions from Shadow Cabinet Members for the need to review the design of current council services to better focus on delivery of services in the light of the proposed Council priorities for 2015-19. The Leader also agreed to review the current approach for the collection of green waste, but advised that this would have budgetary implications. He also agreed to look at the introduction of staff suggestion box.

4.2.3 The following Members spoke under Council Procedure Rule 24.1:

- Councillor Bayford;
- Councillor Taylor-Smith;
- Councillor K. Gregory;
- Councillor I. Gregory.

4.2.4 Councillor Wells proposed, Councillor Brimm seconded and Members agreed to recommend the report and the proposed Corporate Plan 2015–2019 (with any amendments) to be presented to Full Council on the 15 October 2015.

5.0 **Options**

5.1 To amend the report and the proposed Corporate Plan 2015–2019 and recommend the revised Corporate Plan be submitted to Full Council on the 3 December 2015.

5.2 To accept the report and the proposed Corporate Plan 2015–2019 as drafted and recommend it be approved.

6.0 **Proposed Next Steps**

6.1 If Council approves option 5.2, the 2015-2019 Corporate Priorities will be published and the organisation will start working towards the achievement of the priorities.

6.2 Upon sign off of the new Corporate Priorities the council will undertake an integrated communications campaign, which will aim to inform our residents and stakeholders of the new priorities and how these will affect them. The campaign will run across multiple channels to ensure that the greatest possible reach and engagement is achieved.

7.0 Corporate Implications

7.1 Financial and VAT

- 7.1.1 The detailed objectives within all three proposed new priorities will need to be deliverable in line with the Council's budget and Medium Term Financial Strategy.

7.2 Legal

- 7.2.1 The Constitution requires that the Council's Plan be adopted by Full Council in accordance with the Budget and Policy Framework Procedure Rules.

7.3 Corporate

- 7.3.1 The Council is responsible for a wide range of statutory and discretionary services and through the proposed new priorities it will take an outcome focussed approach to find the right way to deliver its services.

7.4 Equity and Equalities

- 7.4.1 An Equalities Impact Assessment has been undertaken and there is no reason to state at this time that the content of the proposed new Corporate Priorities will negatively impact on any groups with protected characteristics. The priorities focus on improving the quality of life in Thanet for all. Opportunities to further the aims of the Duty will be investigated during equality impact analysis of individual projects, plans and strategies arising from the priorities.

8.0 Recommendation(s)

- 8.1 To approve the report and the proposed Corporate Plan 2015–2019 as drafted.

9.0 Decision Making Process

- 9.1 This is a policy framework document to go to Full Council and is subject to the Council's Budget and Policy Framework Procedure Rules which provides the Overview and Scrutiny Panel with an opportunity to comment on the draft proposals before they are finalised by Cabinet and submitted to Council.

- 9.2 The report is provided to Council on the 15 October 2015 for decision.

Future Meeting if applicable: Not Applicable	Date: Not Applicable
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Reporting to:	<i>Tim Willis – Director of Corporate Resources</i>

Annex List

Annex 1	Proposed new Corporate Priorities 2015-2019
Annex 2	Draft Measures of Success

Background Papers

Title	Details of where to access copy
Equalities Impact Assessment	Email: Carol.cook@thanet.gov.uk
Thanet Vision 2030	http://thanet.gov.uk/about-us/thanet-vision-2030/

Corporate Consultation Undertaken

Finance	<i>Nicola Walker - Interim Head of Finance</i>
Legal	<i>Tim Howes – Director of Corporate Governance</i>