

This report will be made public on 7 April 2017

Folkestone

Hythe & Romney Marsh
Shepway District Council



Report Number **C/16/124**

To: Cabinet
Date: 19 April 2017
Status: Key Decision
Director: Alistair Stewart, Chief Executive
Cabinet Member: Cllr David Monk, Leader of the Council

SUBJECT: DRAFT CORPORATE PLAN 2017-2020

SUMMARY:

This report presents the draft Corporate Plan for consideration by Cabinet. The Corporate Plan set out the framework for delivering the Council's priorities over the next three year, outlining the strategic objectives, priorities and key outcomes to meet the vision for the council and district.

REASONS FOR RECOMMENDATIONS:

Cabinet is asked to agree the recommendations set out below because:-

- a) The priorities for the council and the district have been re-evaluated taking into consideration local and national changes and issues facing local government and Shepway's communities.

RECOMMENDATIONS:

1. To receive and note Report C/16/124
2. To approve the attached draft Corporate Plan for 2017-2020 and recommend to Council for approval.
3. To approve the attached draft delivery plan to the Corporate Plan and recommend to Council for approval.

1. BACKGROUND

- 1.1 The Corporate Plan is a strategic, management document, which summarises the areas identified that matter most to the council over the next three years (2017-2020). It seeks to identify the key objectives and priorities the council will work towards both for the district (externally focused) and the council as an organisation (internally focused).
- 1.2 The current corporate plan for the Council was prepared for the five year period between 2013 and 2018. A Cabinet awayday held in Autumn 2016 confirmed the need to review the existing corporate plan and update it to reflect the recent changes, challenges and opportunities facing local government and Shepway as a district.
- 1.3 The strategic objectives and the vision for the plan have been updated to reflect the new priorities and the presentation has been simplified to ensure it is a useful, practical document; however, the core work of the council remains unchanged.
- 1.4 The development of the corporate plan has been built on discussions with Cabinet members, Corporate Management Team and senior officers to ensure it reflects the council's current priorities and commitments.

2. HOW HAS IT CHANGED?

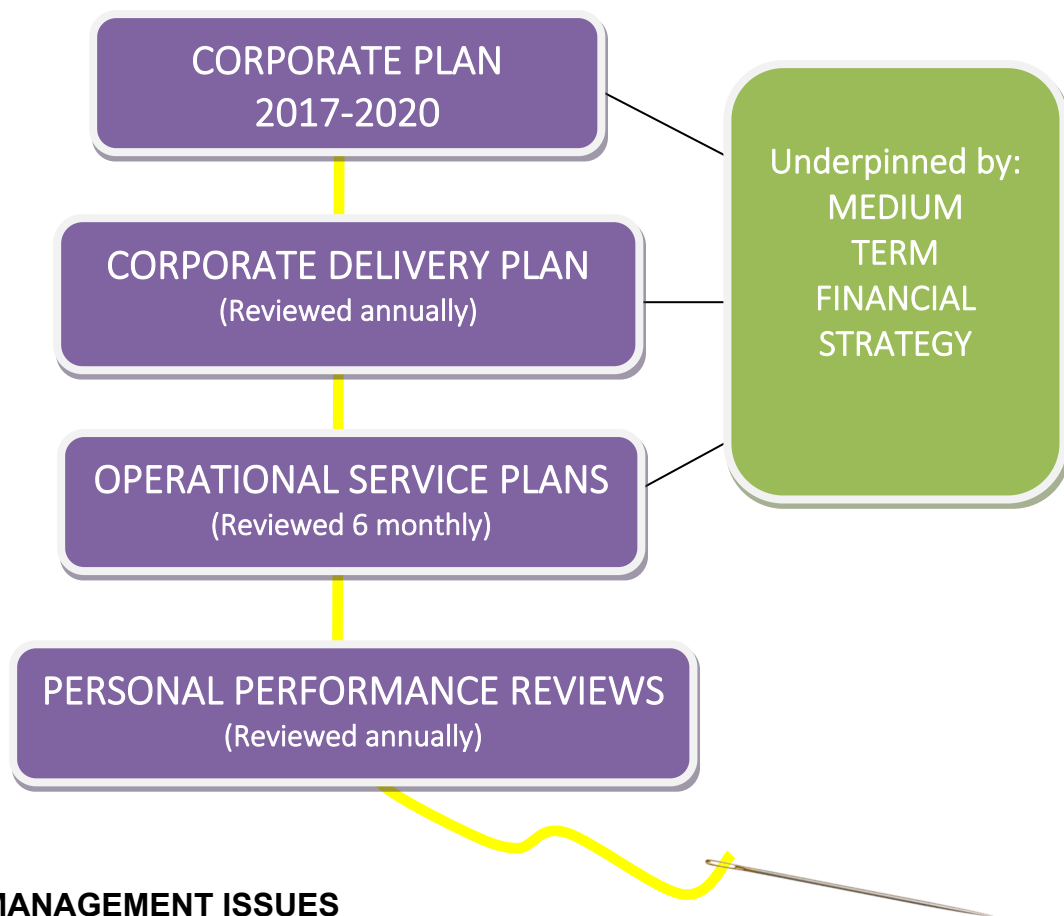
- 2.1 The core work undertaken by the council remains largely unchanged and the review of the corporate plan has led to a change in emphasis in some areas. For example:
 - 2.1.1 **More Homes** – the objective heading has remained the same; however there is a stronger emphasis on accelerating the delivery of the right homes through a number of means e.g. council owned.
 - 2.1.2 **More Jobs** – the heading has been simplified from the existing version (Boost the local economy and increase job opportunities) however, the priorities for the objective remain largely the same.
 - 2.1.3 **Appearance Matters** – the heading has also been simplified from the existing objective (Support an Attractive and Vibrant Place to Live) however, the emphasis on enforcement and waste has been strengthened. The reference to tourism has been removed as any activities relating to this area would fall under the 'more jobs' objective and links to providing a vibrant local economy.
 - 2.1.4 **Health Matters** – the council has statutory responsibilities for public health services as set out in the Health & Social Care Act 2012 that transferred from primary care trusts to local authorities from 1 April 2013. With CCGs now in existence, Shepway is working closely with Dover District Council and health partners within the East Kent Coastal area. This new objective reflects this priority and incorporates the activities undertaken to keep communities safe through the Community Safety Partnership.

- 2.1.5 **Achieving Stability** – this objective replaces the existing objective (Delivery value for money). With changes to the financial grants from central Government e.g. Revenues Support Grant, additional pressures facing the council e.g. renewing the waste contract, the resource implications relating to the implications outlined in the Homelessness Bill, the council needs to have a commitment to achieve stability for the council for generations to come. Value for money is still important, however, the council will be required (as with most councils across the country) to look at alternative income streams, efficiencies, collaborative working opportunities to sustain service delivery for the communities of Shepway.
- 2.1.6 **Delivering Excellence** – this is a largely new objective, however, does incorporate elements of the existing objective (Listening to Local People). The emphasis will be on delivering customer excellence (which by default will involve listening to local people) and equipping staff, members and customers as well as optimizing the digital delivery for services. At the Cabinet Away day, it was clear that listening and involving people is required in all that we do and underpins the corporate plan through the core value of ***Customer First***.

3. DELIVERING THE PRIORITIES

- 3.1 The Corporate Plan is ambitious and reflects the priorities of Cabinet. The format has been simplified to provide it as a strategic document on one page. The Plan is therefore supported by a delivery plan that can (and should) be reviewed annually in line with budget monitoring and to provide the flexibility to react to changes to local government or the needs of the district and the council. The draft Delivery Plan is outlined in Appendix 2. Performance against the corporate delivery plan will be measured on at least every six months and reported to Overview & Scrutiny Committee and Cabinet as part of the council's Performance Management Framework.
- 3.2 In addition, there is a clear 'golden thread' from the Corporate plan and its delivery plan, supported by the MTFs and operational service plans (reviewed on a six monthly basis). It is essential this thread is not lost as it provides the basis for individual officer Personal Performance Reviews across the council (diagram outlined in 3.3):

3.3 Diagram 1: The Golden Thread



4. RISK MANAGEMENT ISSUES

4.1 A summary of the perceived risks follows:-

Perceived Risk	Seriousness	Likelihood	Preventative
That there are insufficient resources to finance the actions outlined in the draft Corporate Plan and delivery plan.	High	Medium	The delivery plan will need to be monitored in line with any changes to the medium term financial budget in light of the uncertainty around pressures such as the Homelessness Bill. It is essential the delivery plan is flexible to enable prioritization to be amended to reflect limited resources.

That the reputation of the council suffers due to the focus of the activities outlined in the Corporate Plan.	High	Low	Any strategic projects will undergo consultation and therefore this can be mitigated through comprehensive engagement.
---	------	-----	--

5. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1 Legal Officer's Comments (AK)

There are no legal implications arising directly out of this report.

5.2 Finance Officer's Comments (PM)

There are no direct financial implications arising out of this report.

5.3 Diversities and Equalities Implications (ST)

There are no specific diversities and equalities implications arising from this report.

6. CONTACT OFFICER AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting:

Alistair Stewart, Chief Executive

Tel: 01303 853203, email: Alistair.stewart@shepway.gov.uk

Suzy Tigwell, Leadership Support Manager

Tel: 01303 853232, email: suzy.tigwell@shepway.gov.uk

The following background documents have been relied upon in the preparation of this report:

Appendices:

Appendix 1 – Draft Corporate Plan 2017-2020

Appendix 2 – Draft Corporate Delivery Plan 2017-2020