

This Report will be made public on 1 June 2020



Report Number **OS/20/04**

To: Overview & Scrutiny Committee
Date: 9 June 2020
Responsible Officer: Charlotte Spendley, Director of Corporate Services
Cabinet Member: Councillor David Monk, Leader of the Council

SUBJECT: Update for discussion on the development of the New Corporate Plan 2021 - 2031

SUMMARY: This report provides an overview of the work of the Corporate Plan Working Group and the development of the key themes emerging for the new Corporate Plan for the Council. The report seeks feedback from the Overview & Scrutiny committee on the emerging key themes of the proposed Corporate Plan.

RECOMMENDATIONS:

1. To receive and note report OS/20/04.
2. To provide feedback to the Working Group on the proposed key themes for the Corporate Plan.

1. BACKGROUND

- 1.1 The Future Corporate Priorities Task & Finish Group first met on 23 September to discuss the development of a new Corporate Plan for the Council. The work of the cross party group was necessary as the existing Corporate Plan ran from 2017 – 2020, and a new plan was required to reflect the Council's priorities and aspirations for the district over the coming years.
- 1.2 The 2017 – 2020 Corporate Plan had six strategic objectives under a vision of "Investing for the next generation - delivering more of what matters". The strategic objectives were:
- More Homes – Provide and enable the right amount, type and range of housing
 - More Jobs – Work with businesses to provide jobs in a vibrant local economy
 - Appearance Matters – Provide an attractive and clean environment
 - Health Matters – Keep our communities healthy & safe
 - Achieving Stability – Achieve financial stability through a commercial and collaborative approach
 - Delivering Excellence – Deliver excellent customer service through commitment of staff and members
- 1.3 The Corporate Plan Working Group replaced the Task & Finish Group and first met on 6 November 2019.

2. Corporate Plan Working Group

- 2.1 The Corporate Plan Working Group has a scope of :
- To contribute to the drawing up of the Council's 10 year Corporate Plan.
 - To advise on how best to engage citizens in the process.
 - To consider the views of third parties to the Council's proposals.
 - To keep councillors informed about progress on the development of the Plan.
- 2.2 The Working Group is advisory and has six members. The current membership has representation from all political groups represented on the Council and currently comprises of Councillors Monk, Whybrow, McConville; Prater; Mrs Hollingsbee and Meyers.
- 2.3 To date the Task and Finish & Working Group have considered the following areas during their work:
- Organisational visions and examples of other Local Government vision statements
 - The golden thread

- The term of the plan and agreed that a 10 year plan should be proposed
- Brain stormed objectives for the plan
- Identified emerging corporate priority ideas & themes informed by cross party input
- Considered the work already underway within the Council that contributes towards the proposed priorities
- Discussed and fed back to the working group individual group input
- Considered how to engage with the district and a resident's survey
- Considered trends in economic data to inform priority areas

2.4 The group were well advanced with preparations for a resident's survey when COVID-19 reshaped activities. It has been agreed that we will pause the resident's survey work and instead seek feedback from the Overview & Scrutiny committee at this time.

3. Proposals for the Corporate Plan 2021 - 2031

3.1 It is proposed that the new Corporate Plan is built on 5 key strategic themes. Each theme has a number of priority areas within it, and officers currently have work underway to explore the actions proposed to be considered to achieve these priorities.

3.2 All aspects of the plan remain a work in progress at this time. Wider member input is sought through the Overview & Scrutiny committee at this stage to help inform the shaping of the plan. Feedback from the committee will be discussed at the next Working Group meeting on 1 July.

3.3 In addition, work commenced in March to consult with staff on the current emerging plan, and this work will continue with workshops planned for the coming months.

3.4 The emerging themes and priority areas currently being proposed are:

**DEVELOP GREEN
INFRASTRUCTURE FOR
OUR DISTRICT**

**INCREASE THE
PROVISION OF
HOUSING**



**HOUSING &
INFRASTRUCTURE**

**IMPROVE THE
QUALITY OF
HOUSING
AVAILABLE**

**IMPROVE OUTCOMES
& SUPPORT FOR
HOMELESS
HOUSEHOLDS**

**DELIVER A
SUSTAINABLE
OTTERPOOL PARK
DEVELOPMENT**

**REINVIGORATE OUR
HIGH STREETS**



**IMPROVE SKILLED
EMPLOYMENT
OPPORTUNITIES FOR
OUR RESIDENTS**

**PROVIDE SUPPORT
FOR BUSINESSES IN
OUR DISTRICT**

**PROVIDE AN
EXCELLENT
ENVIRONMENT FOR ALL**



**ACTIVELY WORK
TOWARDS
BECOMING A 'GREEN
EXEMPLAR' COUNCIL**

**PROVIDE HIGH QUALITY
PUBLIC FACILITIES**



**PROACTIVELY
COLLABORATE WITH
OTHERS TO ACHIEVE
THE BEST OUTCOMES
FOR OUR RESIDENTS**

**WASTE &
RECYCLING**

**IMPROVE THE
HEALTH &
WELLBEING OF
OUR COMMUNITIES**



**COMMUNICATE MORE
EFFECTIVELY WITH OUR
COMMUNITIES**



**TRANSPARENCY,
STABILITY &
ACCOUNTABILITY**

**MAINTAIN OUR
FINANCIAL
STABILITY**

**BALANCE OUR
RESOURCES TO
DELIVER OUR
PRIORITIES AGAINST
REASONABLE
LEVELS OF COUNCIL
TAX FOR OUR
RESIDENTS**

**REFRESH HOW WE
CONSULT WITH OUR
COMMUNITIES**

4. Corporate Plan Alignment to the COVID-19 Recovery Plan

- 4.1 The Council's response to COVID-19 and its resulting Recovery Plan will be a significant focus for the authority for the next 2 years. It is therefore essential that the Corporate Plan and Recovery Plan are aligned. A separate paper is being tabled to Overview & Scrutiny on framework of the Recovery Plan.
- 4.2 The Corporate Plan is proposed to span 10 years to 2031. The framework of the Recovery Plan focuses on the Community, Economy, Council Operations and Council Finances. It is felt that this framework could work well within the proposed priority areas of the Corporate Plan of Housing & Infrastructure, Economy, Environment, Community Focused Services and Transparency, Stability and Accountability.
- 4.3 If adopted it is proposed that the recovery plan actions are the focus for the initial 1-2 years of the corporate plan actions with wider actions incorporated over the full term of the Corporate Plan's ten year life span.

5. Next Steps

- 5.1 The feedback from Overview & Scrutiny will be tabled and discussed with the Working Group on 1 July. In addition work will continue with staff of developing suitable actions to deliver the priorities identified, and future engagement with the committee, residents, businesses and wider stakeholders will continue to be developed.

6. RISK MANAGEMENT ISSUES

6.1

Perceived risk	Seriousness	Likelihood	Preventative action
The Council fails to set a clear strategic direction for its future	High	Low	The development of a new Corporate Plan is underway and is being contributed to by all political groups represented on the Council
The Council has insufficient resources to deliver the proposed plan	High	Medium	The working group have identified suggested priority areas so that the plan is focused. The plan will also be aligned to the MTFS
The Council fails to consider what the District want from its plan	High	Low	The draft proposals are based on insight from all political groups within the Council. The draft plan once agreed will be subject to consultation with a wider range of stakeholders.
The Council fails to consider the impact of COVID-19 in its future strategic planning	High	Low	The Council is already making plans for its recovery phase and member consultation is happening on the proposed framework. In addition there are plans to incorporate this work within the early actions of the Corporate Plan

7. LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

7.1 Legal Officer's Comments (AK)

There are no direct legal implications of this report.

7.2 Finance Officer's Comments (CS)

There are no direct financial implications of this report.

7.3 **Diversities and Equalities Implications (CS)**

Whilst there are no direct diversities and equalities issues arising from this report the shape and direction of the Corporate Plan will need to consider its impact in due course. A full evaluation will be undertaken before the final plan is drafted and presented to members for adoption.

8. **CONTACT OFFICERS AND BACKGROUND DOCUMENTS**

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

Charlotte Spendley, Director of Corporate Services

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

None

Appendices:

None