

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Council Strategic Plan 2016-2020
Responsible Officer(s)	Alison Alexander, Managing Director and Strategic Director for Children's Services.
Contact officer, job title and phone number	David Scott, Head of Governance, Performance and Policy. 01628 796748.
Member(s) reporting	Cllr David Burbage, Leader of the Council. Cllr George Bathurst, Principal Member for Policy.
For Consideration By	Cabinet
Date to be Considered	26 November 2015
Implementation Date if Not Called In	Immediately
Affected Wards	All

Report Summary

1. This report proposes a new four-year strategic plan for the Royal Borough. The plan sets out the Council's vision to make the Royal Borough a great place to live, work, play and do business. The four strategic priorities underpinning the vision are carried through from the Council's previous strategic plan because they remain relevant. The four strategic priorities, which our staff deliver against daily, are: Residents First, Value for Money, Delivering Together and Equipping Ourselves for the Future.
2. It is recommended that Cabinet approve the draft plan, attached at Appendix A, for and send it to full Council for their consideration on 15 December 2015.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents will have clarity on the work of the council, how residents have been served and future benefits.	1 April 2016.
2. Residents will be informed to be able to hold the council to account for performance.	1 April 2016.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATIONS: That Cabinet:

- i. **Approve the draft Council Strategic Plan 2016-2020 and recommends it proceed to Council for their consideration on 15 December 2015.**
- ii. **Delegate authority to the Managing Director and Leader of the Council in consultation with the Principal Member for Policy to make alterations to the proposed plan ahead of its submission to Council.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 A strategic plan ensures that the Council's residents, staff and partners are fully informed of the Council's strategic plans and priorities for the forthcoming period. The previous Council Strategic Plan expired in 2015.
- 2.2 The new Strategic Plan, attached at Appendix A, reflects back over the last few years as well as setting out how the Council will continue to put residents first; secure value for money in all that it does; work with the wider public sector, the voluntary and private sector in the Borough to ensure that the Borough is equipped for the future.
- 2.3 The Plan spans four years, but Full Council will review it annually – to ensure the council has delivered as it planned, and that it remains current.
- 2.4 The vision and strategic priorities in the Strategic Plan are used to set operating priorities of the individual Directorates and teams across the council as well as complementing the current administration's manifesto. In addition the Council annual budget is set against the backdrop of its Strategic Plan. Inform the annual budget, a
- 2.5 The Strategic Plan 2016-20 has built upon the last Corporate Strategy 2010-2015. The strategic priorities remain the same because we believe they are important to our residents and therefore are at the heart of the council business. Over the last four years the Council has gained a track record in delivering against these priorities. As a consequence the Borough's residents have high expectations of the Council. Over the next four years the Council will continue to meet residents' expectations through :
 - **Put Residents First.** Deliver real benefits to our communities by putting residents first – not bureaucracy and red tape. Listen to our residents as they come first and keep on listening and act upon what they say. Whether it is maintaining a weekly bin collection, providing opportunities for an outstanding education or assisting older people to retain dignity and independence in old age, people will always be our focus not administrative convenience. During the last Corporate Plan period, 2010-15, resident satisfaction increased. 88% of residents reported being very or fairly satisfied with the Royal Borough as a place to live in 2014/15, compared to 85% in 2013 and 78% in both 2012 and 2011.

- **Achieve Value for Money.** Commit to achieving the best for residents whilst being good value for money. Take care with taxpayers' money, never forgetting whose money it really is. Continue to keep council tax to a minimum, but reinforce our promise to continually improve services through the use of technology, innovation, best practice and multi-skilling staff. During the last corporate plan period, 2010-2015 Council Tax was cut six times, savings of £41.5 million achieved. This was against a backdrop of a continuing reduction in Government funding.
- **Deliver Together.** Deliver together in partnership with residents, community groups, businesses and others across the public, voluntary and private sector.
- **Equipping Ourselves for the Future.** Through our continuous focus on transforming our services - stretching across all levels of the council. Improving partnership working, driving up customer satisfaction levels, ideally at a lower cost, and all for the benefit of residents and businesses in achieving their own aspirations.

2.6 Through adopting this Strategic Plan the Council will be committing to residents that things will continue to meet their need and improve the community in which they live work and play in. For instance:

<p>Residents First Residents will have more choice in education.</p> <p>Residents will enjoy healthy lifestyles and be supported into old age.</p> <p>Residents will enjoy vibrant town centres benefitting from Crossrail and other major infrastructure investments while retaining the unique character of our towns, villages and green belt countryside</p>		
<p>Value for Money</p> <p>Low Council Tax will be the norm.</p> <p>Improved services for less costs to the tax payer.</p> <p>More residents will have the opportunity to own their own home.</p>	<p>Delivering Together</p> <p>Council services will be available for longer and in more locations</p> <p>Residents can access services in the most convenient way for them, and get their issue resolved first time</p>	<p>Equipping Ourselves for the Future</p> <p>Mobile technology will enable us to deliver services where residents need them, when they want them.</p> <p>Investing in our staff and encouraging joined up working to deliver seamless front line services.</p>

Evidencing delivery against the Council Strategic Plan

2.7 The Strategic Plan will form the base of all council documents and reports and material will evidence impact against the four strategic priorities, for instance:

- Briefings with Council partners, e.g. Parish Councils, the Police and Clinical Commissioning Groups.
- Prominent publication on the RBWM website and Around the Royal Borough.

Option	Comments
Approve the proposed Council Strategic Plan. Recommended	Approving the proposed strategic plan will result in an improved focus and clarity regarding the priorities and approach of the Council.
Do not approve the proposed Council Strategic Plan.	This option is not recommended. Without an approved strategic plan there will be less clarity for staff and residents regarding the priorities and approach of the Council.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Percentage of KPIs achieved in the IPMR over two years	Below 60%	60-79%	80-89%	90% or above	1 April 2017
Resident satisfaction (Very or fairly satisfied as a place to live)	Below 80%	80-90%	91-95%	Above 95%	1 April 2017
Staff Survey Satisfaction*	Below 50%	50-69%	70-80%	Above 80%	1 April 2017

*This will be reviewed after the 2016 staff survey results.

4. FINANCIAL DETAILS

4.1 Financial impact on the budget

Estimate	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20
	Revenue	Revenue	Revenue	Revenue
Addition	N/A	N/A	N/A	N/A
Reduction	N/A	N/A	N/A	N/A

Estimate	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20
	Capital	Capital	Capital	Capital
Addition	N/A	N/A	N/A	N/A
Reduction	N/A	N/A	N/A	N/A

5. LEGAL IMPLICATIONS

- 5.1 Under the Constitution, the Council is required to set the policy framework and the budget. The framework includes statutory plans but also non statutory plans which are produced either by government recommendation or as a matter of local choice. The Strategic Plan is considered one of the Council's most important documents as it sets out the Council's role in making the Royal Borough a great place to live, work, play and do business.

6. VALUE FOR MONEY

- 6.1 A main strategic priority of the Strategic Plan is to achieve value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Council does not have an agreed set of core priorities to work towards.	High	The strategic plan is adopted by Council setting out key objectives.	Low
The Council receives less funding from Government.	High	The strategic plan will assist the Council in ensuring that all spend delivers value for money	Low
The strategic plan does not deliver its agreed objectives.	Medium	An annual report will be published to summarise the Council's progress and identify areas for improvement.	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 These remain the same as the previous Corporate Plan:

Residents First Support Children and Young People Encourage Healthy People and Lifestyles Improve the Environment, Economy and Transport Work for safer and stronger	Value for Money Deliver Economic Services Improve the use of technology Increase non-Council Tax Revenue Invest in the future
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communities	
Delivering Together Enhanced Customer Services Deliver Effective Services Strengthen Partnerships	Equipping Ourselves for the Future Equipping Our Workforce Developing Our systems and Structures Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

N/A

12. PROPERTY AND ASSETS

N/A

13. ANY OTHER IMPLICATIONS

N/A

14. CONSULTATION

14.1 Consultation has taken place with:

- Elected Members and Overview and Scrutiny Panels.
- Strategic leadership of the council
- Staff

15. TIMETABLE FOR IMPLEMENTATION

Action	Date
Report presented to Cabinet for approval	26 November 2015
Plan presented to Council for adoption	15 December 2015
Strategic plan commences	1 April 2016

16. APPENDICES

16.1 Appendix A - Council Strategic Plan 2016/20.

17. BACKGROUND INFORMATION

17.1 Council Corporate Plan 2010-2015.

18. CONSULTATION

Name of consultee	Post held	Date sent	Date received	Comments
Internal				
Cllr Burbage	Leader of the Council	09/11/2015	12/11/15	
Cllr Bathurst	Principal Member for Policy	10/11/2015		

Alison Alexander	Managing Director and Strategic Director for Children's Services	09/11/2015	21/11/1	Comments
David Scott	Head of Governance, Performance and Policy	09/11/2015		
Andrew Brooker	Interim Strategic Director of Corporate Services	09/11/2015		
Simon Fletcher	Strategic Director of Operations	09/11/2015		
Christabel Shawcross	Deputy Managing Director and Strategic Director Adults			
Sean O'Connor	Legal	10/11/2015		

REPORT HISTORY

Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Christopher Targowski	Cabinet Policy Manager	01628 796321
Louisa Dean	Communications and Marketing Manager	01628 796410
Anna Trott	Cabinet Secretary	