

Report Title:	Draft Corporate Plan framework for public consultation
Contains Confidential or Exempt Information	No – Part I
Cabinet Member:	Councillor Johnson, Leader of the Council
Meeting and Date:	Cabinet, 22 July 2021
Responsible Officer(s):	Emma Duncan, Monitoring Officer and Deputy Director of Law and Strategy
Wards affected:	All

REPORT SUMMARY

The council is currently working to an Interim Strategy, adopted in July 2020 in recognition of the significantly changed operating context brought about by the COVID-19 pandemic. There is a need to succeed the Interim Council Strategy with a new, forward-looking Corporate Plan that clearly sets out the council's strategic focus over a period of years.

The new plan is being designed through an evidence-based approach with the final plan proposed to Full Council for adoption in the autumn. The new plan will, by consequence, look and feel very different to plans adopted by the council previously. The plan will be designed to crystallise focus on where the council most needs to drive change and help guide the allocation of our resources and energies to delivering that change.

In line with good practice, the Objectives, Goals, Strategies, Measures (OGSM) Model (Appendix A) has been adopted to help us formulate the final Plan. The purpose of this report is to propose the draft plan framework (Appendix B) for a 6-week period of public consultation. The framework sets out, on one page, the high-level commitments, outcomes, and supporting approach that is guiding our thinking on the plan's development. The framework has been informed by an internal review of our strategic landscape and related consultation with Cabinet Members, the Corporate Leadership Team and council staff. The plan's development has been discussed with Opposition Group Leaders and, as part of an early engagement exercise, parishes, partners and all Elected Members have been approached for feedback on the early thinking behind where the Plan should be focused.

The purpose of the next stage of the public consultation is to invite our residents, partners and businesses into the development of the Plan and give them the opportunity to share their views on the draft framework so that we may take them into consideration when drafting the full Plan.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Agrees the draft Corporate Plan framework for public consultation, and**
- ii) Notes the timelines for implementation.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Agree the draft plan framework for public consultation. This is the recommended option	The framework has been informed by internal review of our strategic landscape and related data, and consultation/discussion with stakeholders, including: Cabinet Members, the Corporate Leadership Team, council staff and Opposition Group Leaders. Feedback has also been sought from all Elected Members, partners and parishes as part of an early engagement exercise.
Not accept the recommendations and request a revised framework is developed for consultation.	This would disregard all consultation to date and delay the strategic planning process.
Determine not to implement a new Corporate Plan (do nothing option)	This would not allow clarity of priorities, nor would it address the fact that the current council strategy was approved on an interim basis as a result of the COVID-19 pandemic.

- 2.1 A Corporate Plan is an essential component of good governance and sets out, at the highest level, the council's strategic direction and focus. The development of a new Corporate Plan to succeed the former Council Plan 2017-2021 was originally scheduled to start in 2020, however this work was paused due to the pandemic. An Interim Council Strategy 2020/21 was approved by Cabinet for immediate adoption on 30 July 2020 in recognition of the significantly changed operating context that resulted from the global pandemic. In the interests of good governance and transparency, the Interim Strategy sought to clarify the revised priorities to which the council needed to respond, acknowledging that former strategic priorities were no longer as relevant in the context of the pandemic.
- 2.2 Work to develop the new Corporate Plan 2021-2026 began in February 2021. The council is taking an evidence-led approach to the plan's development and an internal review of the strategic landscape and related data was undertaken by the Corporate Leadership Team in March 2021 as a foundational basis for further consultation and engagement with stakeholders.
- 2.3 It is acknowledged that, broadly, the borough is a healthy, safe, affluent and pleasant place in which to live, work and visit. Working together with partners across all sectors, our role is to ensure that this continues to be the case. Whilst overall deprivation in the borough is low there are, however, pockets of deprivation and a wide variation of need across the whole borough and within neighbourhoods. Inequalities need to be addressed if everyone is to have the best chance in life. Housing, physical and digital infrastructures are otherwise

recognised as key to shaping people’s lives, wellbeing, communities and the economy. Our residents face particularly acute housing costs and securing sustainable rented accommodation and getting onto the housing ladder is difficult for many. The new Corporate Plan must prioritise change in these areas.

- 2.4 Appendix B sets out the draft plan framework that has been developed in consultation with Cabinet Members, Directors and council staff. Its structure at this point is not representative of how the final Plan will look; the next stage of the plan’s development is to set out more detailed objectives, goals and measures in line with the OGSM approach. It is important that we invite our communities into the development of the plan and give them the opportunity to share their views on the draft framework so that we may take them into consideration when drafting the full plan. The proposed consultation questionnaire is set out at Appendix C.
- 2.5 In formulating the “approach” section at Appendix B, particular consideration has been given to our learning from the last 12 months: we recognise the strong foundations of innovation and community-empowerment that developed quickly in the last 12 months and are committed to using every tool available to us to build on these foundations. We must move towards becoming an “enabling” council, working with communities to build on their strengths and potential, promoting greater self-reliance rather than dependence. This in turn allows the council and its partners to focus our limited resources on those that need help the most, and to sustain the services that are important to our residents. We must be unafraid to transform our traditional service-delivery models, shaping our service-delivery around our communities’ diverse needs and “getting things right first time”. And across all our decision-making must be the promotion of a clean, sustainable and biodiverse environment.
- 2.6 The draft plan will be brought to Cabinet in October to approve its referral to Full Council in November 2021.

3. KEY IMPLICATIONS

- 3.1 The key implication of this report is the advancement of the council’s strategic planning process.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Adoption of a strong corporate plan is an essential part of good governance.	Not having a strong corporate plan is a significant governance risk.	Addresses governance risks.	N/A	N/A	Nov-21

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications arising from the proposed recommendations in this report. The final Corporate Plan has significant influence on council priorities and spend. The council's Medium Term Financial Strategy and Plan underpins the delivery of the Corporate Plan and therefore having a longer-term plan in place will drive the resourcing priorities of the council.

5. LEGAL IMPLICATIONS

- 5.1 The Corporate Plan is an integral part of a robust governance framework and doesn't have any direct legal implications at this stage.

6. RISK MANAGEMENT

- 6.1 The risks and mitigations are identified in Table 3.

Table 3: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Not having a Corporate Plan presents a significant governance risk	HIGH	Develop and adopt a Corporate Plan.	LOW
Low volume of responses to the public consultation on draft Plan framework caused by lack of awareness.	MEDIUM	A supporting Communications Plan will be delivered to promote awareness of the consultation.	LOW
Low volume of responses to consultation on draft Plan framework caused by lack of digital access.	MEDIUM	Online consultation can be accessed via digital facilities in libraries with assistance as required to complete.	LOW

7. POTENTIAL IMPACTS

- 7.1 Equalities. Equality Impact Assessments are published on the [council's website](#). The draft Plan framework set out in Appendix B is not the final Plan proposed for adoption. An initial screening form has therefore been completed in relation to the public consultation on the draft Plan framework. A further EqIA will be prepared in relation to the final Corporate Plan that is proposed for approval by Full Council.
- 7.2 Climate change/sustainability. The draft Plan set out in Appendix B is not the final Plan proposed for adoption. There are no direct climate change/sustainability impacts as a result of this report.

7.3 Data Protection/GDPR. The draft Plan set out in Appendix B is not the final Plan proposed for adoption There are no direct Data Protection/GDPR impacts as a result of this report.

8. CONSULTATION

8.1 There has been internal consultation with the Corporate Leadership Team and Cabinet Members through online meetings. Consultation with council staff has been undertaken using the council's Engagement HQ digital platform. Discussion with Opposition Group Leaders in relation to the Plan's development and key data insights has been undertaken by way of online meetings.

8.2 Early engagement with parishes and partners has been undertaken via email correspondence to promote awareness of the new plan's development and to invite feedback on the early thinking behind where the Plan should be focused. All Elected Members have been approached with the same opportunity to comment through the Members' Update bulletin.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
2 Aug – 12 Sep 2021	Public consultation.
28 Oct 2021	Cabinet consideration of draft Corporate Plan and approval to refer to Full Council.
23 Nov 2021	Full Council consideration of Corporate Plan for adoption.

10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A: OGSM Planning Model
- Appendix B: Draft Plan Framework
- Appendix C: Draft consultation questionnaire

11. BACKGROUND DOCUMENTS

11.1 There are no background documents to this report.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council	24.06.21	01.07.21

Duncan Sharkey	Chief Executive	21.06.21	24.06.21
Adele Taylor	Executive Director of Resources/S151 Officer	21.06.21	23.06.21
Andrew Durrant	Executive Director of Place	21.06.21	24.06.21
Kevin McDaniel	Executive Director of Children's Services	21.06.21	24.06.21
Hilary Hall	Executive Director of Adults, Health and Housing	21.06.21	22.06.21
Andrew Vallance	Head of Finance	21.06.21	
Elaine Browne	Head of Law	21.06.21	24.06.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	21.06.21	21.06.21
Nikki Craig	Head of HR Corporate Projects and IT	21.06.21	24.06.21
Louisa Dean	Communications	21.06.21	21.06.21
Karen Shepherd	Head of Governance	21.06.21	21.06.21

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

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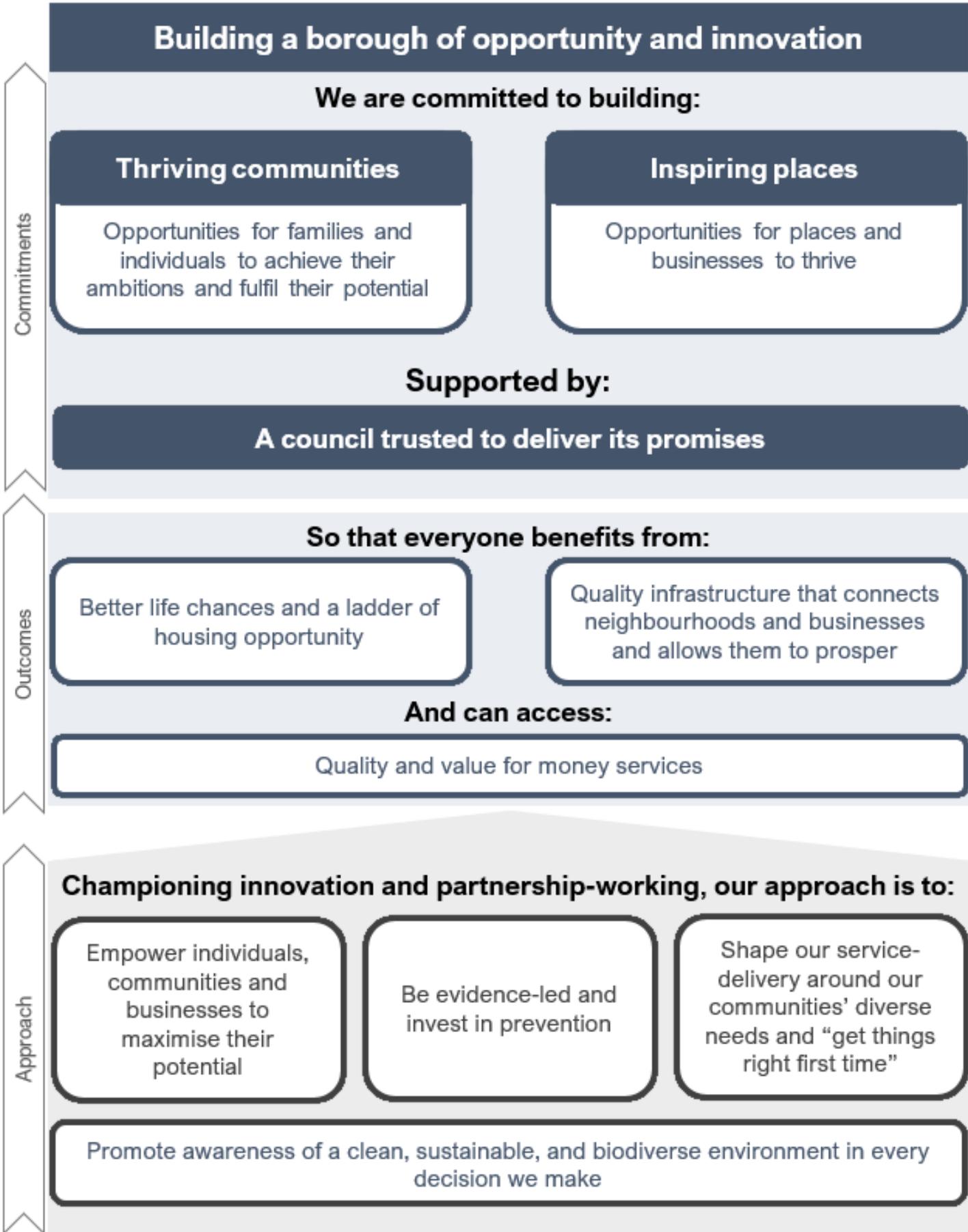
APPENDIX A: The OGSM Planning Model

Source: <https://www.smartinsights.com/marketing-planning/marketing-models/ogsm-model-framework/>



- **Objective:** Defining an over-arching breakthrough vision (Stable, concise, linked to mission)
- **Goals:** Stepping-stones to achieving the higher level objective (Specific, Measurable, Achievable, Compatible)
- **Strategies:** the choices we make to achieve our objective (Where we choose to focus)
- **Measures:** Numerical benchmarks on our progress (KPIs used as checkpoints to determine if our strategies are working)

APPENDIX B: Draft Plan framework



APPENDIX C: DRAFT CONSULTATION QUESTIONNAIRE (subject to refinement)

What are we doing and why?

A Corporate Plan is a key driver for the council as it sets out our priorities to help us ensure our resources and energies are focused on the areas in which we can make the biggest difference.

We have been looking at key data to understand the Royal Borough's most pressing issues to highlight where to focus our efforts. We know that, broadly, the borough is a healthy, safe, affluent, and pleasant place to live. Our challenge is to keep it this way, to deliver quality and value for money services and to bring about positive change where it is needed most.

We have developed a framework of headline areas of where to concentrate our efforts, and we would like to know what you think via this questionnaire.

Thank you for your time.

1. In what capacity do you wish to respond to this consultation:

- As a local resident
- On behalf of a local resident
- On behalf of a local business
- On behalf of a community or voluntary group (please specify)
- Other (please specify)

2. What is the postcode of your principal place of residence (or work if you do not live in the borough):

3. Which age band best describes you:

- Under 18
- Aged 18-24
- Aged 25-34
- Aged 35-44
- Aged 45-54
- Aged 54-65
- 65 and over

4. Our overarching ambition is to “build a borough of opportunity and innovation”. Our framework sets out some headline commitments related to that. To what extent do you agree/disagree that these headline commitments reflect your ambitions for the borough?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strong disagree
Opportunities for families and individuals to achieve their ambitions and fulfil their potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for places and businesses to thrive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A council trusted to deliver its promises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please provide any further comments you may wish to make in relation to these headline commitments. *[Free-text option]*

6. We have identified three headline outcomes related to our headline commitments. To what extent do you agree/disagree that these are the right areas of focus based on your experience of living/working/volunteering here?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Everyone benefits from better life chances and a ladder of housing opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyone benefits from quality infrastructure that connects neighbourhoods and businesses and allows them to prosper	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyone can access quality and value for money services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Please provide any further comments you may wish to make in relation to these headline outcomes here. *[Free-text option]*

8. Our framework sets out our approach to delivery. To what extent do you agree or disagree with each element of our approach?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strong disagree
Empower individuals, communities and businesses to maximise their potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Be evidence-led and invest in prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shape our service-delivery around our communities' diverse needs and "get things right first time"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promote awareness of a clean, sustainable, and biodiverse environment in every decision we make	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please provide any further comments you may wish to make in relation to this approach. *[Free-text option]*

10. Overall, to what extent do you agree/disagree that the draft Corporate Plan framework meets your expectations of the council's direction?

Strongly agree	Agree	Neither agree or disagree	Disagree	Strong disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Please provide any further comments that you think we should take into consideration. *[Free-text option]*

Declaration: Translated materials are available on request. Please contact communications@rbwm.gov.uk