

Report to Overview and Scrutiny Committee

Date of meeting: 18 July 2017

Subject: Corporate Plan 2018-2023

Officer contact for further information: David Bailey, Head of Transformation

Committee Secretary: Adrian Hendry, Democratic Services



Recommendations/Decisions Required:

- (1) That the Committee considers and provides comment on the Council's proposed new Corporate Plan for 2018-2023;**
- (2) That the Committee considers and provides comment on the proposed Benefits and Performance Measures for 2018-2023; and**
- (3) That the Committee considers and provides comment on the proposed Corporate Specification for the first year of the plan, 2018-2019.**

Executive Summary:

The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. The Plan has been reviewed and updated with the input of Officers and Cabinet Members.

This new Corporate Plan will run from 2018 to 2023, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

The success of the new Corporate Plan will be assessed through the achievement of a set of benefits, focussed on what the Council achieves for customers. These benefits in turn are evidenced through a set of performance measures.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Directorate and Service business plans.

Report:

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction of the organisation for the lifetime of the plan, and as such informs all other plans produced by the Council. The Corporate Plan does not cover everything that the organisation does in detail, but it does provide a framework to demonstrate how the work of the Council at a strategic level fits together. It also provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change. The Corporate Plan does not contain specific information on the wide range of services that the

Council provides, or how it delivers statutory duties or enforces legislation.

2. The Corporate Plan is the cornerstone of the Council's performance management framework (called its Benefits Management Strategy) and business planning processes. It provides a framework for the development of detailed annual directorate and service business plans which provide details of service provision and how the work of these groups directly contributes to the achievement of the Council's aims and objectives. Each individual member of staff should be able to see how their work contributes to the Corporate Plan through links to their appraisal. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.

3. The Corporate Plan 2015-2020 is the authority's current key strategic planning document. This Plan was based around the Council's medium term priorities for that period. Now in its third year, the plan has been reviewed and updated with the input of Officers and Cabinet Members.

4. This new Corporate Plan will run from financial year 2018/19 to 2022/23, and seeks to lay out the journey the Council will take to transform the organisation to be 'Ready for the Future'. This plan seeks to link the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

5. The new Corporate Plan aspires to be written in language and presented in a style that can be readily understood by our customers. Further it strives to 'put the customer at the heart of everything we do'. For the purposes of this Plan, 'customers' means people that:

- Live (residents);
- Work or do business;
- Learn (students);
- Visit (tourist economy) and
- Play (leisure activities) in the district.

6. The final Corporate Plan document will include many of the sections found in the organisation's previous Corporate Plans, including an overview of the district, our vision, purpose, values, and a set of corporate aims and objectives. The content presented in this report is by necessity more technical than it will be when presented in the final public documents. The most significant change to the plan is its focus on our customers and the measurement of success as the impact that the delivery of the plan has on them.

7. The corporate ambitions, aims and objectives are central elements of the new Corporate Plan and as such the new Plan has been developed around them in response to our external drivers and our vision, purpose and values. The new plan is a forward looking and organised document.

8. Our vision: A great place where people enjoy living, working, learning and leisure.

9. Our purpose: Working together to serve our community.

10. Our values: Trust, One Team, Performance, Innovation and Customer.

11. Like the existing Corporate Plan, to minimise the expenditure associated with its production, it will only be available as an electronic download via the Council's website.

Corporate Aims and Objectives

12. External drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the organisation over the next five years. They have been refined and linked with a set of three interdependent corporate ambitions:

- Stronger Communities;
- Stronger Place; and
- Stronger Council.

13. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective, developed with the input of Cabinet Members and Officers. This work was undertaken via a series of workshops in March, April and May 2017. Further consultation on the draft Corporate Plan contained within the Appendices will be undertaken over the summer months and feedback invited from:

- Customers;
- Businesses;
- Partners;
- Staff and managers; and
- District Councillors, through Select Committees for Communities, Governance, Neighbourhoods and Resources, as well as the Overview and Scrutiny Committee.

14. The draft Corporate Plan – containing corporate ambitions, aims and objectives – is given on a single page in Appendix 1.

Corporate Specification 2018-2019

15. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. The Council has a number of Key Action Plans, so to avoid confusion the yearly action plan for the Corporate Plan will in future be referred to as the Corporate Specification. This name denotes that it specifies the operational objectives for a given year, which in turn are responded to through annual Directorate and Service business plans.

16. Corporate Specifications will continue to be set annually. Every year during the lifetime of the Corporate Plan, the Corporate Specification will be agreed by the Cabinet, with the scrutiny of the Select Committees. New operational objectives will reflect the progress already achieved against the Corporate Plan.

17. Appendix 2 to this report includes the draft Corporate Specification for 2018-19 within the left-most column, under 'Specification 2018-19'. The Corporate Plan aims, objectives and drivers are included in the two right-hand columns, under the heading 'Corporate Plan 2018-2023'.

Benefits Realisation

18. All benefits from individual corporate objectives, connect back to four key benefits, which are:

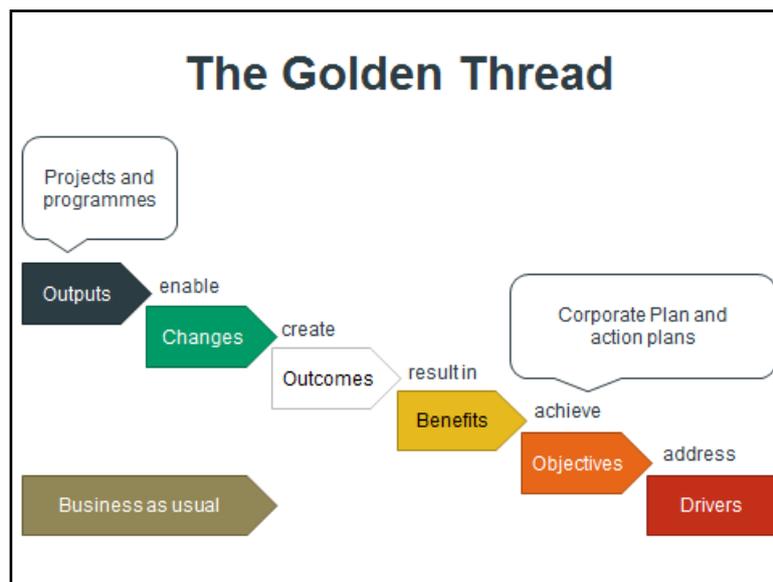
- B1 - Improved customer value – recognising what customers' value about our services and placing them as the heart of everything we do;
- B2 Increased efficiency – focussing on our speed of delivery and getting things right

- first time;
- B3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- B4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low

19. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives. All benefits must be defined in SMART terms – Specific, Measurable, Achievable, Relevant and Time-bound. It is possible that the Corporate Plan will have some negative impacts for some stakeholders as well as improvements. Where a negative effect of a change can be foreseen, then this is known as a dis-benefit.

20. The achievement of the new Corporate Plan will be monitored and assessed through the realisation of the set of interconnected benefits or benefits map, focussed on what the Council achieves for customers. The evidence that these benefits have been realised comes through the combination of a set of performance measures, replacing the current set of Key Performance Indicators (KPIs).

21. It is proposed that from 2018-2019 onwards, the delivery of the Corporate Specification will be monitored and reported alongside the information previously contained by the Transformation Programme Full Highlight Report and the key benefits and performance indicator set. It is envisaged that this will be presented as a benefits map, showing the interconnections between the delivery of projects, through benefits to the objectives and drivers from the Corporate Plan. A diagram showing the relationship between these elements is given below.



'The Golden Thread' linking project outputs through benefits to achieve objectives.

22. Appendix 2 contains the draft performance measures and benefits, in the middle three columns, headed 'Benefits realisation' (highlighted in purple). These 'benefits maps' show the linkages between the three interrelated parts:

- The Corporate Plan drivers, aims and objectives for 2018-2023 (right-hand side);
- The benefits realisation framework of measures and benefits (centre); and
- The Corporate Specification for 2018-19 (left-hand side).

23. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

24. It should be noted that the content of the draft Corporate Plan attached, including the Corporate Specification and benefits maps, may be subject to change between consideration by Members and prior to publication, as a result of consultation.

25. The Committee is requested to consider and provide comment on the draft documents.

26. The Corporate Plan 2018-2023 document will be further considered by Cabinet in October 2017 before submission to Council for formal adoption in November 2017.

Resource Implications:

The design and production costs of the new Corporate Plan will be met from within the existing budget of the Transformation Programme Management Office. Resource requirements for any specific objective set out in this report will need to be identified by the relevant service director and reflected in the Council's budget processes.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report, which ensure that the Council sets appropriate corporate priorities, and monitors progress and reports against the achievement of benefits for customers.

Safer, Cleaner and Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district.

Consultation Undertaken:

Management Board, Leadership Team and Cabinet Members have been involved in developing the Corporate Plan 2018-2023. Over the next few months the plan is to consult on the content, priorities and benefits, with customers, businesses, partners and staff. The views of Councillors are also being sought through the Communities, Governance, Neighbourhoods and Resources Select Committees as well as the Overview and Scrutiny Committee.

Background Papers:

Corporate Plan 2015-2020
Transformation Programme – Scope and Methodology (C-073-2015/16)
Benefits Management Strategy (20 July 2016)

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified the Corporate Risk Management Group.

Equality and Diversity:

There are no equality implications arising from this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified through individual service plans, project plans or Reports.

Equality analysis report

Step 1. About the policy, service change or withdrawal

| | |
|--|--|
| Name of the policy, service or project: <i>be specific</i> | Corporate Plan 2018-2023 |
| Revised / new / withdrawal: | New |
| Intended aims / outcomes/ changes: | Consultation with the committee on the draft Corporate Plan 2018-2023, the draft Corporate Specification 2018-19, and associated benefits maps |
| Relationship with other policies / projects: | All |
| Name of senior manager for the policy / project: | Glen Chipp, Chief Executive |
| Name of policy / project manager: | David Bailey, Head of Transformation |

Step 2. Decide if the policy, service change or withdrawal is equality relevant

| | |
|--|--|
| <p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p> | If yes, state which protected groups: |
| | <p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</p> |

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| Name and job title of officer completing this analysis: | David Bailey, Head of Transformation |
| Date of completion: | 16.06.2017 |
| Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit) | David Bailey, Head of Transformation |
| Date of authorisation: | 16.06.2017 |
| Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk | 16.06.2017 |