

Classification: Part 1 – Public

Key Decision: No

Gravesham Borough Council

Report to: Cabinet

Date: 9 September 2019

Reporting officer: Director (Corporate Services)
Corporate Performance Manager

Subject: Corporate Plan: 2019-23

Purpose and summary of report:

To present Members of the Cabinet with the draft Corporate Plan 2019-23 for consideration and, as a key part to the council's Policy Framework as defined by the Constitution, to recommend the draft plan to Full Council for approval and adoption.

Recommendations:

1. Cabinet endorses the draft Corporate Plan 2019-23 (Appendix 2) and gives delegated authority for any further updates to be made by the Director (Corporate Services), in consultation with the Leader of the Executive, prior to submission to Full Council for formal approval and adoption.

1. Background

- 1.1 The Corporate Plan presents the council's ambition for the borough over a four-year period. Alongside a suite of corporate objectives and associated policy commitments, the Corporate Plan sets the tone and guiding principles from which all council activity will be based over the 2019-23 period. Operationally, the Corporate Plan enables the council to effectively plan and prepare the resources required to deliver set objectives and, equally, provides a framework for future service business plans and corporate strategies to work towards and be measured against.
- 1.2 Members will be aware that the council's current Corporate Plan ran for the 2015-19 period. Work has therefore been carried out by officers over the last year to draft and implement a new Corporate Plan reflective of; community needs and aspirations, the key ambitions of the elected administration for the borough over the 2019-23 period and, ultimately, the financial position of the council.

2. Corporate Plan 2019-23: Development

- 2.1 To commence the project a 12-week public consultation was commenced in November 2018, with the core activity to the process an online survey hosted via the council's website.
- 2.2 The end result saw over 800 Gravesham residents, businesses and community groups take part, providing over 2,500 individual pieces of information and intelligence relating to community requests for council provision and priority intervention. The exercise also enabled participants the opportunity to rank each of the council's key services in terms of their individual level of perceived importance.
- 2.3 The information obtained from this process was collated and analysed and has acted as a sound baseline throughout the development of the policy commitments in the draft Corporate Plan.
- 2.4 In addition to this community consultation, the new Corporate Plan has been prepared in full consideration of a base of intelligence relating to community needs as detailed in the council's Gravesham Community Profile. This comprehensive study includes a variety of datasets, including local health data outlining core public health concerns for the resident population and, in addition, the study considers key existing strategies the council currently has in place, including the Local Plan Core Strategy.
- 2.5 Of equal importance, alongside identified community need and priority areas for service intervention, the Corporate Plan has been drafted in full consideration of the key manifesto pledges of the elected administration for the 2019-23 period.
- 2.6 Working within the context of the council's spatial Gravesham Vision, this source material has formed the basis of the proposed four-year Corporate Plan with the following ambition: *Delivering a Gravesham to be proud of.*
- 2.7 In seeking to deliver against that ambition, the draft Corporate Plan establishes a suite of corporate objectives and supporting policy commitments that act as a framework against which all council plans, projects and initiatives will be planned, resourced and delivered.
- 2.8 At the heart of the Corporate Plan are three corporate objectives, each with their own portfolio of activities and initiatives but, importantly, designed to work with and support each other for the benefit of our local community:
 - **#1 People:** *a proud community; where residents can call a safe, clean and attractive borough their home.*
 - **#2 Place:** *a dynamic borough; defined by a vibrant and productive local economy taking advantage of growth in the area, supported by its strong and active community.*
 - **#3 Progress:** *an entrepreneurial authority; commercial in outlook and committed to continuous service improvement, underpinned by a skilled workforce and strong governance environment.*

3. Performance Management Framework

- 3.1 To evaluate if we are effectively achieving against our stated objectives and delivering consistently high quality services for local residents, the council needs to have in place a sound performance management process. As such, in the development of this draft Corporate Plan a full review has been undertaken into the existing Performance Management Framework (PMF).
- 3.2 The review process identified a significant number of new indicators would be required in order to directly and transparently evidence the delivery of the suite of policy commitments set out in the draft Corporate Plan. These proposed changes are largely driven by;
- Comprehensive coverage: since the existing PMF was established in 2015, alongside some services not previously covered, a number of new services have been established. Performance management should be embedded throughout the organisation and, in developing our corporate governance and working practices, it is essential therefore that the PMF is comprehensive of all council services.
 - New business activities: the council's activities have evolved since 2015 and, through the manifesto pledges of the elected administration, are set to further develop in the 2019-23 period. In order to keep pace, a number of changes are therefore proposed to the existing PMF; e.g. the commitment to establish a Local Authority Trading Company to generate essential income for re-investment in frontline council services.
- 3.3 On its adoption, the PMF will form the basis of corporate performance reporting to Members during the 2019-23 period. As determined by the Leader of the Executive, this will primarily be delivered through a commitment to a quarterly performance reporting process to Cabinet and portfolio-based Cabinet Committees.

4. Next Steps

- 4.1 Cabinet Members have been engaged in a number of areas during the drafting phase of the proposed Corporate Plan; e.g. presentation and consideration of the results of the community consultation and by providing an individual statement of intent relating to their respective portfolio of responsibilities. This report therefore presents Cabinet with a final opportunity to review and shape the content of the final draft, prior to submission to Full Council for approval and adoption.
- 4.2 As a key document in the council's corporate Policy Framework, as defined by the adopted Constitution, the Corporate Plan 2019-23 will be presented to the meeting of the Full Council on 8 October 2019 for formal adoption, taking into account any comments and suggestions made by Cabinet.
- 4.3 Following formal adoption by the Council, the plan will be officially launched in October 2019 through a programme of associated products, including a formal press release, coordinated by the council's Communications Team.

IMPLICATIONS	APPENDIX ONE
Legal	The council's Corporate Plan is an integral part of the authority's policy framework as defined by the Constitution. Approval of the new Plan will ensure the council has in place a structure with which to effectively plan and resource the delivery of its stated policy commitments and statutory responsibilities, monitored by a PMF aimed at securing best value for local residents.
Finance and Value for Money	<p>There are no significant costs associated with the council's Corporate Plan. The plan itself provides a policy context and framework from which future council activities should be based and which therefore should be accounted for as part of on-going financial planning processes.</p> <p>Adoption of the Corporate Plan is likely to result in some direct communication-based activities and minor publication costs as the key messages of the plan are promoted to various stakeholders.</p>
Risk Assessment	<p>It is vital that the council formally sets out its key objectives, policy commitments and relevant performance management arrangements over the coming years, in order to clearly demonstrate how successfully the work undertaken meets the needs and aspirations of local residents. As a core element of the council's corporate governance arrangements, without a Corporate Plan that outlines a clear strategic platform the council may increase the risk of its resources not being directed in the most effective way to tackle community need.</p> <p>Failure to put in place an effective Corporate Plan for the 2019-23 period could result in a lack of transparency and accountability to decision making, and a lack of a coordinated ambition for the authority in its service planning process.</p> <p>Equally, implementation of a PMF allows the council to evidence how successful it is in achieving against its stated objectives and, for residents, it provides genuine accountability in how successfully the council is administering its resources.</p>
Data Protection Impact Assessment	<p><i>A data protection impact assessment (DPIA) should be carried out at the start of any major project involving the use of personal data or if you are making a significant change to an existing process.</i></p> <p>a. Does the project/change being recommended through this paper involve the processing of personal data or special category data or criminal offence data?</p> <p>A definition of each type of data can be found on the Information Commissioner's Office website via the above links. No</p> <p>b. If yes to question a, have you completed and attached a DPIA including Data Protection Officer advice?</p> <p>N/A</p> <p>c. If no to question b, please seek advice from your nominated DPIA assessor or the Information Governance Team at gdpr@medway.gov.uk.</p> <p>N/A</p>

Equality Impact Assessment	Screening for Equality Impacts		
	Question	Answer	Explanation
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes. In preparing this plan, a 12-week community consultation was carried out which was fully representative of the demographic profile of the borough.	The draft Corporate Plan itself promotes a declared commitment to develop a cohesive and resilient community with a view to promoting equality, activities that support the ethos of this proposed plan in <i>'Delivering a Gravesham to be proud of'</i> . Internally, the proposed Corporate Plan also includes the monitoring of gender pay as part of its revised PMF, further emphasising a commitment to the equalities agenda.
	<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>		
Corporate Plan	The draft Corporate Plan, as presented in this report, will set the strategic ambition and corporate objectives for the authority over the 2019-23 period. All future committee reports will be presented in consideration of the new Corporate Plan.		
Crime and Disorder	In view of the council's statutory duties, community safety as an agenda is an integral theme of the draft Corporate Plan. Work by the council in this area, alongside its key partners, will go towards delivering corporate objective #1: People and the related policy commitment; <i>Create stronger neighbourhoods: work with Kent Police on the prevention, detection and reduction of crime and anti-social behaviour, and the safeguarding of local residents.</i>		
Digital and website implications	On its adoption the Corporate Plan will be published and promoted via the council's website. In terms of direct commitments, digital activity is a direct commitment of the new Corporate Plan; <i>Digital innovation: provide the platforms for intelligent customer insight and a quality digital experience, and the IT solutions to transform services, delivering a dynamic working environment.</i>		
Safeguarding children and vulnerable adults	See 'crime and disorder'.		