

Meeting: COUNCIL

Agenda Item:

14

Portfolio Area: The Leader

Date:

STEVENAGE BOROUGH COUNCIL CORPORATE PLAN SHARING THE DIVIDENDS 2013-2018

KEY DECISION

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1. PURPOSE

1.1 To consider the final draft of the Council's Corporate Plan Sharing the Dividends 2013-2018.

2. RECOMMENDATIONS

2.1 To seek approval of the draft document attached at Appendix 1 to be known as Sharing the Dividends 2013-2018.

3. BACKGROUND

3.1 Corporate Plan

3.1.1 The Corporate Plan is a key strategic document for the Council and needs to be considered as part of the Council's policy and performance management framework.

3.1.2 The Corporate Plan provides a strategic link between the National policy agenda, council services and Stevenage's Community Strategy. It sets the direction of travel for the council over the next five years.

3.1.3 The outcomes and priorities in the plan set out what the Council wants to achieve to improve outcomes across Stevenage. The priorities inform the Council's budget setting process and the focus of project work in service plans across the authority.

3.2 Making a Difference 2008-2013

3.2.1 The previous Corporate Plan Making a Difference 2008-2013 was agreed by the Council in June 2008 and set out the Council's approach to meeting the needs of the community.

Corporate Plan – Making a Difference (2008-13)

Ambition	Priorities
Shape our Community	Bring Communities Together
	Encourage Community Involvement
	Improve the image of Stevenage
Regenerate Stevenage	Have a growing town and economy
	Develop a modern vibrant town centre
	Revitalise Neighbourhood Centres
Create Sustainable Communities	Provide quality, affordable housing
	Keep the town safe
	Focus on neighbourhoods
	Maintain a clean and green environment
	Help provide leisure and health services
Move towards Excellence	Use resources effectively
	Maintain customer focus
	Promote equality
	Support and develop our people

3.2.2 It was agreed at the Senior Management Board (SMB) in September 2007 that the Corporate Plan span five years with an annual assessment to check that the Council is delivering against its targets and still meeting government, regional and local priorities and that it has the capacity and resources to deliver. Performance against the ambitions and priorities in Making a Difference have been published each year in the Council's Annual Report.

3.3 The Corporate Plan 2013-2018

3.3.1 It was agreed by SMB and the Executive at the July 2012 SMB/Executive away day to streamline the new Corporate Plan and focus on a number of key priorities that the Council plans to address over the next five years. It was agreed to develop a short, focused plan that delivers outcomes rather than ambitions and which will include a few priority areas where the Council will focus improvement efforts, with current high standards in other areas maintained through increasing efficiency.

3.3.2 The Council's Corporate Policy & Partnerships team have prepared the draft Corporate Plan. The priorities have been informed through analysis of local data, statistics, information and consultation feedback from the Residents Survey 2012, Café Choice activities throughout 2011 and 2012, the 2011 Community Conference and other public feedback.

3.3.3 In accordance with the Council's Constitution, as a Budget & Policy Framework item this document was considered by the Resources Development & Scrutiny Committee on 16 April 2013. That Committee agreed the framework and content of the draft. Furthermore the document has been considered by the Council's Executive in April 2013

and on 25 June 2013 and comments made have been taken into account.

- 3.3.4 The Executive agreed with the draft document and have required Full Council to consider a title for the document which is recommended as Sharing the Dividends 2013-2018.

4 REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

- 4.1 It is recommended that Council approve the final draft of the Corporate Plan Sharing the Dividends 2013-2018.
- 4.2 The Council's key drivers, vision and values have changed since the previous Corporate Plan was developed in 2008.
- 4.3 The Council has become a Co-operative Council and adopted a set of five co-operative principles to articulate our ethos and approach. Whilst not a new approach this ethos has not been articulated in previous corporate planning documents and must be captured within any new business planning framework.
- 4.4 Furthermore the Council is facing a number of significant challenges that must be considered and used to inform the Council's priorities and vision for the coming years. These include:
- Comprehensive Spending Review and financial pressures on general fund
 - Capital pressures on council assets
 - Lack of social housing
 - Welfare Reform
 - Localism Act-Community Right to Challenge
 - Police and Social Responsibility Bill-impact of Police and Crime Commissioner
 - Health reform and the emergence of Health and Wellbeing Boards and Clinical Commissioning Groups
 - Change in partnership landscape-abolition CAA/LAA
 - Regeneration pressures
 - Continuing pressures on local economy and impact on service users
 - Increasing demand for services.
- 4.5 An SMB/Executive away day was held on 27 July 2012 to begin discussions on the vision and outcomes the Council wants to achieve for the town over the next five years in light of the context above. The session enabled both SMB and Executive Members to contribute to emerging priorities and outcomes for the Stevenage Community Strategy and the Council's Corporate Plan.

4.6 Three further SMB/Executive away day sessions were subsequently held to tease out the objectives and activities that underpin each agreed outcome in the Corporate Plan and confirm the Council's ambitions and direction of travel for the short, medium and longer-term in light of the changed financial and policy climate and the challenges that are now being faced.

4.7 Structure of the Strategy

4.7.1 The Corporate Plan is broadly organised in four sections;

- Message from the Leader
- A welcome/introductory background section setting out:
 - Our Co-operative Council approach
 - Our Vision
 - Our Mission
- Our Outcomes and Priorities
- Sections on performance management, equalities and appendices
 - Our commitment to equalities
 - How we measure success
 - Work with us

4.7.2 The time scale for the Strategy is 2013 to 2018. An annual action plan is in development to underpin the achievement of objectives against each priority. It is anticipated that this will be refreshed annually and used to inform the Corporate Improvement Programme and service planning processes.

4.8 Consultation on the plan

4.8.1 The draft document has been circulated to the Leader, all Councillors, relevant staff, directors and heads of service, our external partners and members of the public for comment during the consultation period from February 2013 to mid April 2013.

4.8.2 Specific consultation activities included:

- survey monkey questionnaires to the SoStevenage partners
- survey monkey questionnaires to our Voluntary and Community contacts
- hard copy response forms in the local Stevenage CAB offices
- Café Choice event in the town centre in March 2013
- Hosting the plan and consultation response template on the council website
- Suggestions via the internal staff road show
- Notification through social media.

- 4.8.3 The Council received a number of formal responses through all of the consultation methods listed including 58 respondents via Café Choice and 38 respondents via survey monkey and the Council's website. In general the responses were supportive of the vision, mission and priorities and consequently no major rewrites have been required but specific changes have been made as agreed at Executive on 25 June.
- 4.8.4 Comments about indicative measures and the importance of baseline data to inform the actions were received and these will be incorporated into a detailed and robust action plan to accompany the strategy when it is developed.

4.9 Monitoring and Evaluation

- 4.9.1 In order to demonstrate the positive outcomes achieved from this strategy, its implementation will be monitored via the Council Balanced Scorecard and Corporate Improvement Programme.

5. IMPLICATIONS

5.1 Financial Implications

- 5.1.1 Implementation of the Corporate Plan will be resourced from existing budgets and officer time. The priorities within the Corporate Plan will inform the Council's budget setting process and the focus of project work in service plans.
- 5.1.2 Determination of any new projects identified in the Corporate Plan will be carried out in line with the methodology used to prioritise the Council's General Fund and HRA Budgets for 2013/14 onwards.

5.2 Legal Implications

- 5.2.1 There are no legal recommendations

5.3 Risk Implications

- 5.3.1 The risks associated with individual service areas and objectives will need to be considered through normal service planning processes.

5.4 Policy and Service Delivery Implications

- 5.4.1 The Corporate Plan is the keystone in the Council's policy framework. It sets out the Council's strategic priorities and informs the corporate improvement and change programme.
- 5.4.2 The Corporate Plan impacts on some council services and will need to be reflected in all relevant Service Delivery Unit planning processes.

5.5 Equalities Implications

- 5.5.1 An Equalities Impact Assessment has been developed for the Corporate Plan. All programmes, actions and activities that will sit underneath the Strategy will be subjected to a robust equality impact assessment process to ensure individual activities take account of equality impact and issues. All activities including communication on achievement against the plan will be equality assessed to ensure compliance with the Equality Act 2010.

5.6 Communications Implications

- 5.6.1 The Corporate Policy & Partnerships team will continue to work closely with the Communications Team to publish and promote the Corporate Plan and deliver ongoing positive news stories to the community.

BACKGROUND PAPERS

- BD1 - Executive Report: Stevenage Borough Council Making A Difference September 2007
http://archive.stevenage.gov.uk/archivecommitteeagendas/meetingsagendasandminutes200708/executivecommittee0708/dnld_executivecommittee0708/10-making-difference-report-12sept07.pdf
- BD2 - Council report Stevenage Borough Council Making A Difference October 2007
http://archive.stevenage.gov.uk/archivecommitteeagendas/meetingsagendasandminutes200708/fullcouncil/dnld_fullcouncil/03oct07-item13-cbs-framework.pdf
- BD3 - Executive Report: Stevenage Borough Council 'Making A Difference' Corporate Plan 2008-2013 March 2008
http://archive.stevenage.gov.uk/archivecommitteeagendas/meetingsagendasandminutes200708/executivecommittee0708/dnld_executivecommittee0708/19march08-item7report-corporate-plan.pdf
- Council Report Stevenage Borough Council Corporate Plan 2008-2013 Making A Difference June 2008.
http://archive.stevenage.gov.uk/archivecommitteeagendas/meetingsagendasandminutes200809/council200809/dnld_council200809/25june08-cncl-item11-corp-plan.pdf
- Executive Report: Stevenage Borough Council Corporate Strategy 2013-2018
<http://www.stevenage.gov.uk/content/committees/87812/88269/88273/Executive-25-June-2013-Item-5.pdf>

APPENDICES

Appendix 1: Draft Corporate Plan Sharing the Dividends 2013-2018

Appendix 2: Equality Impact Assessment