

**10<sup>th</sup> July 2019**

**Policy, Resources & Economic Development Committee**

**Draft Corporate Plan Development**

**Report of**                      *Steve Summers – Interim Chief Executive*

**Wards Affected:**        *All*

**This report is:**         *Public*

**1.        Executive Summary**

- 1.1        The purpose of this report is to commence the process of updating the Council's Corporate Plan for 2019-2024 and give approval for a four-week period of consultation. It is important for the Council to have in place a Corporate Plan so it is clear in its strategic direction and planned approach to delivering progress
  
- 1.2        The draft Corporate Plan 2019-2024 will cover a 5-year period. The aim of the consultation is to ensure resident target groups, statutory partners, voluntary partners and interested parties, have an opportunity to consider the Council's work already undertaken and put forward their priorities for the Council so as the revised Corporate Plan can reflect the needs of the Borough.

**2.        Recommendation(s)**

- 2.1        That members approve the consultation approach to the Corporate Plan 2019-2024.**
  
- 2.2        That delegated authority be given to the Interim Chief Executive in consultation with the Leader, Deputy Leader, Chair and Vice Chair of Policy, Resources & Economic Development Committee, and the Leaders of the opposition groups to agree the consultation details and the final format of the questionnaire and to proceed to consultation.**

**3.        Introduction and Background**

- 3.1        Since the current Corporate Plan (2016-2019) was agreed there have been a number of changes both socially and economically. Financially the period has been challenging and that appears to continue into the next corporate plan. The emergence of the Joint Venture and SAIL will clearly have an influence

moving forward which together with increasing demand for Council services have proved challenging. This report proposes refreshing the Plan and associated delivery programme in order to ensure that it remains fit for purpose.

3.2 With the 2016-2019 Corporate Plan due to expire at the end of the year a revised version for the Borough is now required. The new Administration is keen to ensure there is input from residents and partners in delivering the Council's vision and priorities for the coming years

3.3 A corporate strategy will support the Council in complying with its statutory obligations.

### **The Consultation**

3.4 To inform the outcome of the new Corporate Plan, a four-week consultation period is proposed. This period should allow officers sufficient time to engage partners and residents, collate feedback and prepare a draft Plan and programme for Council to consider in October 2019. The consultation will focus on the following:

- What our Vision for the Borough should be.
- What the Core Aims for the Council should be.
- What actions we should take to meet the aims and contribute to our vision for the Borough.

3.5 External consultation will be through the promotion of an on-line survey. This survey will be publicised to ensure maximum coverage and all sections of the Community are able to access it to have their say

3.6 The Council will positively contact groups to notify them that the consultation is taking place as well publicising it to residents and the general public. Hard copies of the consultation will also be available on request as will assistance for those who have difficulty to complete the form over the phone.

3.7 Further details regarding the consultation exercise are set out in Appendix A. The consultation will be fronted by guidance with an explanation as to what the Council is trying to achieve with the plan and the consultation.

## **The Corporate Plan**

3.8 The corporate plan itself will seek a longer-term period than the previous 3 year term and will be set for a five-year period with a light touch review of performance each year. The progression to a five-year plan demonstrates the changes to the Council's longer-term plans and accepts the need to acknowledge longer term projects within SAIL and the Joint Venture for example.

3.9 The suggested main themes the plan will focus on:

1. Growing the economy
2. Improving our housing
3. Improving our environment

3.10 When Council agree the final key themes then below are the main areas that will need to sit above the projects in order to keep a golden thread from the top through to the projects already identified.

3.11 It is intended that these themes above develop into programmes of work which then develop into projects. Below is an initial list of programmes that will be included within the initial strategy document draft.

### **Programmes of Work**

- Development of the LDP
- Regeneration of Town Centre
- Support Commercial Activity
- Success of the JV
- Success of Sail
- Leisure Strategy including the Delivery of Playground Strategy
- Housing generation and development including the development of new sites and affordable Homes
- Digital Infrastructure Initiatives
- Income generation
- Customer Focus
- Developing a Green Strategy for the Borough

3.12 These programmes will be worked up to develop projects which will begin to deliver against the overall programme. The overall success of the Corporate Plan will be monitored via the success of the projects which will feed into the overall outcome of the programme(s).

## **Research**

- 3.13 In developing our revised Corporate Plan we will review other Councils documents to determine where improvements or changes to our document can be made.

## **High Level Time-Line**

- 3.14 The aim is to have in place a new plan prior to the previous plan expiring providing continuity from one plan to the next and give clear direction to the way the Council is heading. Therefore, to assist members, set out below is a high-level timeline which starts from this committee decision to when the document is published.

<b>Date</b>	<b>Heading</b>
July 2019	Approval of Committee Report
July 2019	Draft Consultation Form ready for circulation
July 2019	Press Release and Launch of revised corporate strategy
July 2019	Consultation Starts
August 2019	Consultation Completes
August/ September 2019	Review the information gathered from the consultation and make suggested amendments to the plan
Sept 2019	Draft plan with suggested amendments following consultation to PR&ED Committee
October 2019	Take final Draft to Ordinary Council
November	Agree and Publish Corporate Strategy 2019 - 2024

## **4. Reasons for Recommendation**

- 4.1 The Corporate Plan will set the strategic direction and planned approach to measure progress for the Borough. The consultation begins the process of delivering this new plan.

## **5. References to Corporate Plan**

- 5.1 To represent the views of the Communities
- 5.2 To provide clear and strong direction based on clarity and trust

## **6. Implications**

### **Financial Implications**

**Name & Title: Jacqueline Van Mellaerts, Director of Corporate Resources**  
**Tel & Email 01277 312829 /jacqueline.vanmellaerts@brentwood.gov.uk**

- 6.1 No additional budgets have been allocated for delivering the Corporate Plan. Officers will be required to work within existing budgets which will include officers time as well as any additional expenditure that may be required. Any overspends will be reported if necessary to Policy, Resources and Economic Development.

### **Legal Implications**

**Name & Title: Paula Harvey, Deputy Monitoring Officer**  
**Tel & Email: 01277 312705/paula.harvey@brentwood.gov.uk**

- 6.2 The recommendations set out within this report are within the Council's powers and duties. The Council has power under s1(1) of the Localism Act 2011 to do anything that individuals generally may do, provided it is not prohibited by legislation and subject to public law principles. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way. In addition, s111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The approval of a Corporate Plan will also support the Council in securing compliance with its statutory obligations.
- 6.3 Effective consultation on the Corporate Plan must be carried out. There is no express duty to consult and the form and content of the consultation is therefore not prescribed. The length of the consultation must be proportionate, taking into account the nature and impact of the proposals. The outcome of the consultation must be conscientiously taken into account as part of any lawful decision-making process.
- 6.4 Members should have due regard to the Council's ongoing statutory duty under the Equality Act 2010 to eliminate unlawful discrimination and advance equality of opportunity between applicants.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 6.5 At this stage there are no other implications however during the consultation phase an Equality Impact Assessment will need to be undertaken as well as a

Health Impact Assessment to ascertain what impact this document will have on these specific groups within society

**7 Background Papers** (include their location and identify whether any are exempt or protected by copyright)

7.5 None

**8 Appendices to this report**

Appendix A - Consultation Proposal

**Report Author Contact Details:**

**Name:** Steve Summers – Interim Chief Executive

**Telephone:** 01277 312500

**E-mail:** [steve.summers@brentwood.gov.uk](mailto:steve.summers@brentwood.gov.uk)