

<b>Committee(s):</b> Ordinary Council	<b>Date:</b> 22 <sup>nd</sup> January 2020
<b>Subject:</b> Draft Corporate Strategy 2020 - 2025	<b>Wards Affected:</b> All
<b>Report of:</b> Chris Hossack, Leader of the Council and Jonathan Stephenson, Chief Executive	<b>Public</b>
<b>Report Author/s:</b> Name: Greg Campbell Telephone: 01277 312500 E-mail: greg.campbell@brentwood.gov.uk	<b>For Decision</b>

### Summary

This report updates members on progress of the Draft Corporate Strategy 2020 – 2025 and seeks approval to be agreed and published from January 2020.

The corporate strategy will cover a five-year period, 2020 to 2025. The plan will be referred to as Brentwood’s Corporate Strategy and sets out the strategic direction for the Council over the 5yr period. It will replace the previous plan which ran from 2016 to the end of 2019.

The report also summarises achievements against the previous plan and the consultation that was undertaken to assist in informing the content of the Draft Corporate Strategy.

### Recommendation(s)

**Members are asked to:**

**R1. To agree the new corporate strategy 2020-2025 and delegate any minor changes to the Chief Executive, in consultation with the Leader of the Council, prior to final publication.**

**R2. To agree to the development of work programmes by officers to deliver the Corporate Strategy 2020-2025, details of which will be reported back to appropriate future committees for decision**

## **Main Report**

### **Introduction and Background**

- 1.1 At the Policy, Resources and Economic Development Committee held on 10<sup>th</sup> July 2019 (Min 112), it was agreed that a consultation with stakeholders should be undertaken over a period of no less than four weeks to provide an opportunity for comment and opinion on the direction of the new vision for Brentwood.
- 1.2 The consultation was carried out over a six-week period and the Council received a total of 315 responses.
- 1.3 During this period, the consultation was available to complete online and available in hard format upon request. Information and the consultation was also available at our reception, through social media, the 'Summer Family Fun Days' and via posters around the borough and in libraries. Further to this, businesses, Parish Councils, the Brentwood Access group were all given information on how to complete the consultation.
- 1.4 Updates to social media though Facebook and Twitter were maintained, press releases sent on the consultation and staff were kept informed and consulted with directly through workshops.
- 1.5 A summary of responses to the consultation are attached at Appendix A. The data from the consultation was gathered and considered in order to develop the content of the new draft corporate strategy 2020-2025.
- 1.6 Further, the draft corporate strategy 2020-2025 was presented to the individual political groups for comment and suggestions prior to this report and a final draft corporate strategy being created. Comments and suggestions were gathered and, where appropriate, they have been fed into the draft (Appendix B)

### **2. Issue, Options and Analysis of Options**

- 2.1 The Corporate Plan 2016 – 2019 reached the end of its natural life in 2019 and the Council needs to produce and publish a new strategy for 2020-2025.
- 2.2 A summary of the achievements from the Vision for Brentwood 2016 – 2019 is contained in Appendix C. Whilst not all ambitions were achieved there are a number of major projects that have been delivered including those related to the Town Hall rebuilding and the successful creation of a Community Hub for example.

- 2.3 The draft corporate strategy 2020-2025 is a clear statement of the Council's high-level intentions. From the key priorities within this document a clear programme of work will be developed in order to achieve the strategy. In turn, service plans and individual appraisals will be aligned to work towards the main focuses of the strategy.
- 2.4 The main points from the consultation results are contained within Appendix A. There was a consensus from the majority of respondents that all of the services identified in the consultation were of importance. An anonymous postcode analysis was also conducted as part of the consultation and revealed a good range of responses from across the Borough.

The draft strategy concentrates on five key themes:

- Improving our housing
- Protecting & improving the environment
- Developing communities
- Growing the economy
- Delivering an efficient and effective Council

The strategy also sets out key objectives for the year ahead 2020/2021 within the context of what the Council aims to deliver over 5 years. Each year, the plan will be revisited/refreshed to review progress against the key objectives 2020-2021 and updated for the forthcoming year. These annual objectives will be aligned with the overall objectives of the Corporate Strategy 2020-2025.

It is recommended to Members that the draft corporate strategy 2020-2025 be adopted and be made available via the Council's website, social media and via printed copies at reception.

A limited number of copies will be available in paper format as we expect to have some requests from the public, however, moving forward the strategy will be printed on a request only basis.

### **3. Reasons for Recommendation**

- 3.1 The recommendations are based on the returns from the consultations, political group consultation and political priorities.
- 3.2 The Council is required to have a corporate strategy that is published.

3.3 The Council needs to be ever more efficient, develop a modern thinking and delivering council.

3.4 It is noted that further work is required to identify the programmes of work in which the strategy can be delivered.

#### **4. Consultation**

4.1 Leading members of the three main groups and the independent member were given the opportunity to feed into the layout design and questions of the consultation before they were finally agreed.

4.2 Workshops for all staff were held as part of the consultation to gain feedback and gain views on the strategy.

4.3 Residents, businesses, partners and interested parties were engaged with or had the opportunity to complete the online form or through a requested paper version.

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

5.1 This consultation and production of a new Corporate Strategy 2020 – 2025 replaces the previous plan and is in line with continuing to deliver 'A modern Council' that considers how the council looks and works and will be transformed

### **Implications**

#### **Financial Implications**

**Name/Title: Jacqueline Van Mellaerts, Director of Corporate Resources**

**Tel/Email: 01277 312829/jacqueline.vanmellaerts@brentwood.gov.uk**

There are no direct financial implication arising from this report. The Medium-Term Financial Plan will be structure around the key themes of the new Corporate Strategy once approved at Full Council.

There has been no additional cost in the production of the new Corporate Strategy. The Council has utilised budgets within existing resources, which has predominantly been employees time.

## **Legal Implications**

**Name & Title: Paula Harvey, Corporate Governance Solicitor & Deputy Monitoring Officer**

**Tel & Email: 01277 312705/paula.harvey@brentwood.gov.uk**

The draft 2020 – 2025 Corporate Strategic Plan is required to be approved by full Council under the terms of the Council's Constitution. (Article 4).

## **Economic Implications**

**Name/Title: Phil Drane, Director of Strategic Planning**

**Tel/Email: 01277 312610/philip.drane@brentwood.gov.uk**

In addition to a dedicated theme within the Corporate Strategy (Growing the Economy), a focus on positive economic development is shown throughout the document's themes. It is important that the Council defines corporate priorities for the borough and that these contribute to economic growth.

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

## **Background Papers**

- Corporate Plan 2016-2019
- Consultation questionnaire 1<sup>st</sup> August to 12th September 2019
- Vision for Brentwood 2016 - 2019

## **Appendices to this report**

- Appendix A - Summary of results from consultation
- Appendix B - Draft Corporate Strategy 2020-2025
- Appendix C – Summary of achievements against Vision for Brentwood 2016 - 2019