

## **PERFORMANCE SCRUTINY COMMITTEE**

**5 October 2017**

### **WORKING TOWARDS A NEW CORPORATE PLAN 2018-21**

**Report by Cllr Judith Heathcoat, Deputy Leader of the Council**

#### **INTRODUCTION**

1. Performance Scrutiny Committee is asked to consider the approach and direction being taken in developing the council's new Corporate Plan (2018-21).

#### **BACKGROUND – ACTIVITY TO DATE**

2. The current Corporate Plan covers the period 2016-20. Given significant change affecting the council since 2016, and the county council elections in May 2017, work has begun on developing a new Corporate Plan which reflects the council's strategy and priorities, articulates the council's renewed direction since May, and sets out a positive, ambitious and aspirational vision of the future.
3. The intention is that the existing Corporate Plan will be replaced by a new one that will be considered by council in February 2018, aligned with the process for Service and Resource Planning for 2018-19 and beyond.
4. The county council completed and implemented its Senior Management Review in Autumn 2016. This created a new structure of three strategic directorates for People, Communities and Resources, leading to the realignment of budget and resourcing arrangements with strategic service priorities. County Council elections in May 2017 saw a substantial turnover of elected members and a new Cabinet.
5. These changes meant that the council's organisation was not fully consistent with the basis of the current Corporate Plan, and that the new council's ambitions were not necessarily reflected by the existing plan. Consequently the decision was taken by Cabinet to develop a new Plan before the expiry of the current one.
6. A members' Working Group was established in June 2017 to undertake this work. Chaired by Cllr Judith Heathcoat, the Deputy Leader, with cross party membership, the group has started to steer the scope, structure, tone and production method for the new plan. Further meetings of the Working Group will be held as this work progresses.

#### **NEW CORPORATE PLAN – STRUCTURE AND CONTENT**

7. The structure of the new plan has evolved over time. The working group has keen that a brief, accessible and visual prospectus is developed immediately, to present the council's vision and priority areas of work. The intention is to provide all our audiences – external and internal – with a clear picture of what the council

is about, and how and why our leadership, leverage and resources will be applied. This will essentially set out at a high level the approach to delivering the council's vision:

### ***Thriving communities for everyone in Oxfordshire***

*To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money. Our priorities are:*

#### *Thriving communities*

- We help people live safe, healthy lives and play an active part in their community*
- We provide services that enhance the quality of life in our communities, and protect the local environment*

#### *Thriving people*

- We strive to give every child a good start in life, and protect everyone from abuse and neglect*
- We enable older and disabled people to live independently and care for those in greatest need*

#### *Thriving economy*

- We support a thriving local economy by improving transport links to create jobs and homes for the future*

8. An early draft of the public facing prospectus is provided at Annex A. This is intended to appeal to multiple audiences, reflecting the Working Group's desire to prioritise making our work meaningful to local residents, businesses and communities alike. Comments from the committee on this draft would be welcome. This draft will be further developed over the course of October, with the intention of publication in early November. Performance scrutiny is asked to consider what further councillor engagement would be helpful and to propose the best route for sign off of this document.
9. Over the autumn, a longer, more detailed version of the plan, supportive of internal business management, will be completed. This will primarily be aimed at internal audiences, and will benefit from being fully aligned with the Service & Resource Planning process. This draft document will be considered in detail by Cabinet and Performance Scrutiny before being put before full council for formal agreement in February 2018.
10. Importantly, ambitions for the new prospectus and corporate plan are informed by the council's recent survey to understand the views which Oxfordshire residents have of the council. For example, it is clear that residents' views can be positively affected by how effectively we communicate our work to them, and that the more we present our work in plain English and everyday terms, the better engagement we are likely to have with our audiences and customers.

## **RECOMMENDATION**

**11. The Committee is RECOMMENDED to:**

- a) comment on the attached draft prospectus;**
- b) consider the next steps and process for signing off the draft prospectus;**
- c) note the approach being taken to develop the full new Corporate Plan, and to suggest any additional matters for consideration by the Working Group.**