

PERFORMANCE SCRUTINY COMMITTEE – 5 SEPTEMBER 2019

Development of the Corporate Plan

Report by Assistant Chief Executive

RECOMMENDATION

1. **The Committee is RECOMMENDED to:**
 - a) note the proposals for updating the current Corporate Plan for the period 2020-23; and
 - b) comment on the new and prioritised issues for consideration set out at paragraph 8.

Executive Summary

2. The Corporate Plan will be reviewed for the business year 2020/21 to ensure that the document accurately reflects progress and priorities. The revised plan will be recommended to Council in February 2020 alongside Service and Resource Planning proposals. It is the intention to retain the existing vision and priorities, updated to incorporate new and emerging issues.
3. The Performance Scrutiny Committee is asked to note the development proposals for the plan and to comment on the new and prioritised issues which are being considered for inclusion or additional emphasis.

Background

4. The Corporate Plan is a key document for the council, setting out our future strategic direction and how this will be achieved. The structure of the current Corporate Plan was agreed in July 2018 for the period 2018- 2021 and sets the County Council's overarching strategy for that period. The plan was subsequently refreshed in parallel with Service and Resource Planning for the period 2019-2022 to ensure that the document accurately reflected updated priorities and focus. A revised Corporate Plan was therefore agreed by Council in February 2019. Ahead of detailed development work, there is now an opportunity to consider drivers for corporate development and agree ambitions for change.
5. This paper sets out the process for a further annual revision of the Corporate Plan to create a document for the period 2020-23, to be recommended for approval by Council in February 2020. It also introduces the core new and prioritised issues which are being considered for inclusion or additional emphasis within the plan.

Updating the Corporate Plan

6. The vision and priorities of the Thriving Communities plan provide an understood and familiar structure to drive impact and delivery, which is increasingly supported by more effective business planning and reporting arrangements. It is proposed to retain the existing structure (including the existing vision and priorities) for the plan to be agreed for 2020/21, with a view to a full plan review in the following year.
7. While the overall structure is considered fit for purpose, since the original development and subsequent refresh of the current Corporate Plan, a number of new issues and themes have emerged alongside existing areas of activity that have gained additional prominence. These will need to include issues identified through the Corporate Peer Review process undertaken in March 2019 and reported elsewhere on this agenda.
8. At the corporate level, initial issues for consideration include:
 - Climate action, the council's commitment to carbon neutrality by 2030 and other environmental issues including air quality;
 - Investment and property strategies and restated ambition in these areas;
 - Addressing the wider impact and opportunities of growth across services and the community;
 - Our role in addressing inequalities in social, economic and health outcomes;
 - Locality working and local leadership including devolution of services, the need for more impactful area governance and the community leadership role of members;
 - Ongoing ambition to expand our role in fostering social action including developing our relationship with the voluntary and community sectors;
 - The further development of the Cherwell-OCC partnership alongside further development of wider partnership working;
 - New and emerging cross-cutting strategies including for digital and culture;
 - The relationship with health and the development of an Integrated Care System;
 - Continuing focus on the role of prevention and managing demand;
 - Future workforce.
9. The overall corporate planning framework includes the Corporate Plan itself, finance and resource plans and the business plans of individual directorates and services.
10. It is proposed that these issues should be considered alongside existing priorities for formal incorporation into the overall corporate plan framework to drive action and outcomes. Work will be required to identify the tangible change associated with each priority area and how the issue is best incorporated into the overall planning framework – whether into the Corporate

Plan or into service specific plans. Where issues are agreed as priority areas, consideration should be given through the budget process of how refocussing on these issues affects budget priorities.

11. In addition to revising plan priorities, within the current cycle of corporate planning, there is an opportunity to redesign and re-present elements of the current Corporate Plan to better articulate to and for residents, members, staff and partners the existing and emerging narrative and purpose. Supporting materials to the Corporate Plan should include a highly visual plan on a page that articulates to internal and external audiences the Council's mission.
12. Finally, during 2019-20, business management reporting is being substantially upgraded in terms of timeliness and quality to help develop a culture of delivery against the agreed priorities and outcomes set out in the Corporate Plan. To achieve this goal, an Outcomes Framework was agreed that uses 48 indicators to measure delivery against the Corporate Plan's six priorities and 13 outcomes. This Outcomes Framework forms the basis of the performance element of the new monthly business management report.
13. Updating the Corporate Plan will necessarily require a parallel update to the Outcomes Framework to ensure that the framework accurately describes the priorities and actions in the plan. Alongside updating content, there is an opportunity to continue to improve the Outcomes Framework reflecting feedback and challenge received through the new reporting process. Indicators will be reviewed to ensure that they have a clear and direct line to outcomes and the target setting process will be reviewed to ensure that the reasons for changing or maintaining a target across years are transparent.

Next Steps

14. The draft Corporate Plan 2020-2023 will be considered at the same time as budget proposals throughout the scrutiny and decision-making process. This is to allow budget and priorities to be considered in tandem.
15. That timetable is summarised as follows:

5 Sept 2019	PSC ¹	Briefing on proposals to revise Corporate Plan.
17 Sept 2019	Cabinet	Initial service & Resource Planning Report.
12 Dec 2019	PSC	Considers and comments upon the proposed pressures and savings, and progress towards revised Corporate Plan.
19 Dec	Cabinet	Service & Resource Planning Report to Cabinet, update on the latest financial position and progress towards revised Corporate Plan.
9 Jan 2020	PSC	Reviews revised Corporate Plan. Considers and

¹ Performance Scrutiny Committee

		comment on draft capital proposals, Review of Charges and Treasury Management Strategy.
21 Jan 2020	Cabinet	Cabinet proposes revised Corporate Plan, 2020/21 revenue budget, MTFP capital programme and Corporate Plan for recommendation to Council in light of comments from the Performance Scrutiny Committee and consultation feedback. Includes the Review of Charges.
11 Feb 2020	Council	Agrees revised Corporate Plan 2020-21/2022-23, Revenue Budget 2020/21; Capital Programme 2019/20 - 2029/20 and MTFP 2020/21 - 2023/24.

16. In recent years it has been the practice to seek support in the development of a Corporate Plan supported by the whole council through engagement with a cross-party working group. It is proposed that this exercise is repeated, focussing on the new priorities first before engaging on any changes to format and the re-development of the Outcomes Framework.

Financial and Staff Implications

17. There are no direct financial or staffing impacts arising from this report. Resources required to meet any proposals for change developed during the revision process will be identified through the parallel service and resource planning process.

Equalities Implications

18. The Corporate Plan seeks to ensure that all residents are treated equally and looks to address inequalities where they exist. Where any of the proposals developed involve changes to service or service delivery, equality implications will need to be considered throughout the development process and formally, through Service and Community Impact Assessments as required.

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