

BRECKLAND DISTRICT COUNCIL

Report of: Cllr Mark Robinson, Executive Member for Customer, Digital and Performance

To: Council – 8th July 2021

Author: Greg Pearson – Head of Strategic Policy

Subject: Corporate Plan 2021-2023

Purpose: To present the new proposed content of the Corporate Plan for the period 2021-2023 to Council for formal adoption.

Recommendation:

- 1) That the contents of the report are noted, and that Council formally agrees the content for the new Corporate Plan 2021-2023.

1. BACKGROUND

- 1.1 Corporate planning is a key part of running a successful organisation and ensures that:
 - a) Everyone in the organisation is working to the same priorities, pulling in the same direction and clear about what they are trying to achieve.
 - b) Risks are effectively managed.
 - c) There is a tool to measure performance, success and hold people to account.
 - d) The organisation and its managers plan resources and the budget effectively.
- 1.2 The current Corporate Plan 2019-23 was adopted in February 2019 and is scheduled to come to the end of its life in March 2023. However, over the last 15 months the landscape in which the Council operates and what it is looking to achieve has changed. It has been significantly impacted by: -
 - a) The COVID-19 pandemic – which has impacted the physical and mental health of our residents, as well their economic wellbeing and the shape of the local economy.
 - b) The Council's 10-year strategic partnership with South Holland has come to an end.
 - c) The Council has declared a climate emergency, brought forward a Sustainability Strategy and set a target date of 2035 to be NetZero as an organisation. All of which will significantly impact the Council's delivery going forward.
- 1.3 Therefore, rather than the usual light touch refresh that would normally be carried out at this stage of the Plan's lifetime it has been decided that a more fundamental review and rewrite was required to ensure that the organisation has a clear and transparent direction of travel.
- 1.4 The new Corporate Plan 2021-2023 set out in Appendix A of this report, aims to sets the vision for the organisation under three externally focused themes and one internally focused theme which under-pin all the activities the Council undertakes. They are:
 - a. Inspiring Communities (externally focused) – which focuses on activities to support our communities.
 - b. Thriving Places (externally focused) – which focuses on activities to help our economy grow and recover.
 - c. Breckland 2035 (externally focused) – which focuses on activities to support the delivery of the council's sustainability strategy and NetZero commitment.
 - d. Working Smarter (internally focus) – which focuses on activities that will help improve and futureproof the council as an organisation.

- 1.5 These priorities are supported by a series of critical activities which detail further what the Council will do to deliver the Corporate Plan which is set out under each priority in a series of 'we will' statements. Delivery of these is tracked through the corporate delivery plan and is further detailed in service and team level delivery plans these then feed down into individual staff performance objectives ensuring that the delivery of the corporate plan is central to all activities of the Council.
- 1.6 The corporate plan sets out the direction for a 2-year period but is refreshed annually to ensure that the organisation is adapting to the changing needs of our communities and evolving national and local policy requirements.

New look and more accessible document

- 1.7 It has been agreed by the Cabinet, that they would like the look and feel of the document to change and become more accessible to a variety of different audiences. It has taken the view that it would like to shift it away from the text heavy format of previous and adopt a more infographic style which could interface with the council's website. In addition, this will be supported with a number of videos and animations that will explain what each theme is looking to achieve for the district.

New Performance framework

- 1.8 Fundamental to the successful delivery of the corporate plan will be the delivery of a revised corporate performance framework that will monitor the council's trajectory. This will be delivered over the summer once the content of the corporate plan has formally been agreed. It is envisaged that the new framework will be designed in such a way that it can be cut and presented by strategic theme, portfolio and/or services area.

2.1 OPTIONS

- 2.2 Do Nothing.
- 2.3 That the contents of Corporate Plan 2021-2023 be adopted.

3.1 REASONS FOR RECOMMENDATION(S)

- 3.2 To comply with the policy framework which requires that we have a corporate plan which sets out the Council's strategic vision.

4.1 EXPECTED BENEFITS

- 4.2 A clear direction for the Council is set for the upcoming year to assist with delivering the 2-year corporate plan.
- 4.3 Improved transparency and clearer objectives for all employees in line with the Council's direction.

5.1 IMPLICATIONS

5.2 Carbon Footprint / Environmental Issues

- 5.2.1 The Corporate Plan sets out the strategic direction regarding sustainability and environmental issues until 2023.

5.3 Constitution & Legal

- 5.3.1 The Corporate Plan forms part of the Council's Policy Framework and is therefore a matter

reserved to Council for approval.

5.4 Corporate Priorities

5.4.1 The new Corporate Plan sets out the Council's strategic priorities for the next two years.

5.5 Crime and Disorder

5.5.1 The Corporate Plan sets out the Council's strategic direction regarding crime and disorder until 2023.

5.6 Financial

5.6.1 The Council's budget and medium-term plan is fundamentally linked to the corporate plan and the budget supports delivery of that plan. The budget is set for one year at a time with indicative budgets set for future years over the medium term and these are revisited each year and can be adapted to meet the needs of an evolving corporate plan.

5.7 Health & Wellbeing

5.7.1 The Corporate Plan sets out the Council's strategic direction regarding health and wellbeing until 2023.

5.8 Reputation

5.8.1 Failure to deliver its strategic ambitions could lead to reputational risk for the Council, this is mitigated through a corporate risk register that is closely monitored by the Corporate Management team and reported to Governance and Audit Committee.

5.9 Risk

5.9.1 There are a number of key risks that may impact on the Council's ability to deliver its Corporate Plan over the next two years, they are: -

- a. The continued impact of the COVID-19 pandemic, which will impact on the physical and mental health of our residents, as well their economic wellbeing and the shape of the local economy.
- b. Future national policy changes such as the proposed Waste Policy (Environment Bill) which could have significant impacts on the way in which the Council delivers this service through its contractors. It may well also have implications for how the Council currently generates income from garden waste collections.
- c. Fairer Funding review may result in resourcing challenges in the future for the Council. Currently what the revised funding allocations might look like is uncertain.

5.9.2 The monitoring of all risks relating to the Council failing to deliver its corporate priorities are regularly monitored through the Council's internal performance reporting arrangements. Risk scores and mitigating actions are reported quarterly to Governance and Audit Committee to ensure that they are being appropriately managed.

5.11 Safeguarding

5.11.1 The Corporate Plan sets out the Council's strategic direction regarding safeguarding of children and vulnerable adults until 2023.

5.12 Staffing

5.12.1 The Corporate Plan gives all staff a clear understanding of the strategic vision that the

Council is working towards. It is linked to every action that officers undertake and delivery of the council's strategic vision and priorities is linked via the golden thread through to individual performance objectives.

6.1 WARDS/COMMUNITIES AFFECTED

6.2 This will impact all wards and communities in Breckland as the Corporate Plan sets out the strategic priorities for the district until 2023.

Background papers: - None

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Key Decision: No

Exempt Decision: No

This report refers to both Mandatory Services and Discretionary Services

Appendices attached to this report:

Appendix A Corporate Plan 2021-2023