



<b>Full Council</b>	<b>Tuesday, 31 July 2018</b>	<b>Matter for Information and Decision</b>
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**Report Title:**

**Facing the Future**

**Report Author(s):**

**David Gill (Head of Law & Governance / Monitoring Officer)**

<b>Purpose of Report:</b>	To inform the Council of the need for a renewed Corporate Plan.
<b>Report Summary:</b>	The report sets out the proposals for producing a new Corporate Plan to be in place for 2019 and the need to review resources in order to implement and deliver the Plan over the next two years.
<b>Recommendation(s):</b>	<p><b>A. That Members note the work and timetable to commence on a renewed Corporate Plan for 2019 and a review of the resources required to deliver the Plan;</b></p> <p><b>B. That the Interim Chief Executive is appointed Chief Executive on a fixed-term two year contract with immediate effect.</b></p>
<b>Responsible Strategic Director, Head of Service and Officer Contact(s):</b>	<p>Stephen Hinds (Director of Finance &amp; Transformation) (0116) 257 2681 <a href="mailto:stephen.hinds@oadby-wigston.gov.uk">stephen.hinds@oadby-wigston.gov.uk</a></p> <p>David Gill (Head of Law &amp; Governance / Monitoring Officer) (0116) 257 2626 <a href="mailto:david.gill@oadby-wigston.gov.uk">david.gill@oadby-wigston.gov.uk</a></p>
<b>Corporate Priorities:</b>	<p>An Inclusive and Engaged Borough (CP1)</p> <p>Effective Service Provision (CP2)</p> <p>Balanced Economic Development (CP3)</p> <p>Green &amp; Safe Places (CP4)</p> <p>Wellbeing for All (CP5)</p>
<b>Vision and Values:</b>	<p>"A Strong Borough Together" (Vision)</p> <p>Accountability (V1)</p> <p>Respect (V2)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p>
<b>Report Implications:-</b>	
Legal:	Failure to have an effective Corporate Plan in place may result in deficiencies in decision-making processes.
Financial:	There are no additional financial implications arising from this report and all funding is within existing budgets.
Corporate Risk Management:	<p>Decreasing Financial Resources (CR1)</p> <p>Key Supplier/Partnership Failure (CR2)</p> <p>Political Dynamics (CR3)</p> <p>Effective Utilisation of Assets/Buildings (CR5)</p>

	Organisational/Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	Not applicable.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	None.
<b>Background Papers:</b>	<a href="#">Report entitled 'Medium Term Financial Strategy Update' to Policy, Finance and Development Committee on 17 July 2018</a> <a href="#">Local Government Association (LGA) Peer Review 21-23 March 2017 Feedback Report</a>
<b>Appendices:</b>	None.

## 1. Background

- 1.1 The purpose of this report is to set out how the Council intends to review the organisation to ensure it is 'fit for purpose' and equipped to deal with the challenges arising from the uncertainty over funding and Brexit.
- 1.2 The Council intends to achieve 'fit for purpose' status through the development of a two year Corporate Plan which will set out the long-term Vision/Ambition of the Council up to the period 2021.
- 1.3 The robustness and deliverability of the Corporate Plan will be subject to a peer review in 2020 to ensure that the direction of travel of the organisation is in accordance with the aims of the Plan. Subject to the outcome of that review, it will be for Full Council to confirm whether they are satisfied with the progress or whether they wish to reconsider the process.

## 2. Council's Corporate Plan

- 2.1 The Council needs to prepare itself over the next two years to face the challenges post 2020, as this is when the current four year provisional settlement ends. Whilst there is uncertainty of how funding will work from 2020/21 and beyond, together with the uncertainty of Brexit and the remodelling of public services, the Council needs to proceed on a "business as usual basis"
- 2.2 The Medium Term Financial Strategy report to the Policy, Finance and Development Committee on 17 July 2018 set out the work that is currently underway at various stages to not only improve the services we deliver but look at how the Council can generate further income after 2020. This work, together with a Workplace Strategy will tie in with a renewed Corporate Plan, as the existing Plan expires in 2019. The new Plan will cover the period to 2021.
- 2.3 In general, a Corporate Plan will set out the long-term Vision/Ambition of the Council and its

key areas of progressive priorities to deliver that Vision. Under each priority there will be clearly identified actions as to how this will happen through Policies, Corporate Service Delivery Plans and Key Performance Indicators (KPIs). There will be an annual review of what has been achieved each year against the Plan and this will be published.

2.4 A suggested timetable and consultation process for formulating the new Plan is set out below:-

- September 2018 – work on a draft Plan commences with the Leader of the Council
- October 2018 – Chairs of Committees and Senior Management flesh Plan out
- October 2018 – Pairing Members and Heads of Service to develop strategies/outcomes/plans that feed into the objectives
- November 2018 – Various round tables of Members and Officers to flesh Plan out further
- Early December 2018 – Away morning for the Administration to talk through the Plan
- December 2018 – Public Consultation
- January 2019 – Feedback from the Consultation
- February 2019 – Approve at Full Council (including potential amendments through the consultation process). This timetable allows for it to run alongside budget setting and implementation after the Local Plan is adopted and the Housing Strategy delivered.

2.5 The above will address the LGA Peer Review's recommendations of "*clarifying the corporate journey for staff and members and their distinct roles in this, to facilitate a policy-led, financially and customer focussed Council*" and "*embedding the vision for the Borough*" and "*involving members of the administration in strategic planning*".

### **3. Review of Organisational Structure**

3.1 The Local Government Peer Review last year recognised the Council as ambitious with "*committed staff and elected members who are very committed and focused on delivering the best possible services for the residents and businesses.*" As stated above, a Workforce Strategy is also being worked on, to ensure that there are appropriate resources to deliver the Plan over the next two years.

3.2 The LGA Peer Review recommended investment in capacity and skills to deliver an ambitious agenda and savings programme, saying "*increase investment in resources to achieve the Council's modernisation agenda to deliver a more confident Council*"; this was particularly in relation to investing in project management capacity to deliver projects and ensuring that they are planned and adequately resourced before they commence. It was also recommended to consider the additional resources to implement ICT and Asset Management Strategies for delivering customer focussed services.

3.3 Within the context of financial constraints, an organisational review needs to look innovatively at how best use of resources can be made to have the right skills and capacity to deliver the Council's Vision over the next two years.

### **4. Recommendations**

4.1 In addition to Members noting the timescales for the development of the Corporate Plan and the resources required to deliver it, a period of stability is required to ensure its formulation and delivery as well as delivering successful Council elections in May 2019.

4.2 It is therefore recommended that Council appoint the Interim Chief Executive as Chief Executive on a fixed-term two year contract with immediate effect in order to provide that period of stability.