

<b>Council Meeting</b>		<b>Agenda Item:</b>
<b>Meeting Date</b>	16 May 2012	
<b>Report Title</b>	Corporate Plan 2012-15	
<b>Portfolio Holder</b>	Leader of the Council, supported by Portfolio Holder for Finance	
<b>SMT Lead</b>	Abdool Kara	
<b>Head of Service</b>	Louise Matthews	
<b>Lead Officer</b>	Louise Matthews	
<b>Key Decision</b>	<b>No</b>	
<b>Classification</b>	<b>Open</b>	
<b>Forward Plan</b>	<b>Reference number:</b> 785	
<b>Recommendations</b>	1. To adopt the revised corporate plan.	
	2. To give delegated authority to the Chief Executive, in consultation with the Leader of the Council, to agree any final amendments.	
	3. That delegated authority be given to the Chief Executive, in consultation with the Cabinet Member for Performance, to update the performance monitoring framework.	

## **Purpose of Report and Executive Summary**

1.1 This report sets out recommendations for refreshing the corporate plan 2012 – 15.

## **2 Background**

2.1 Members and officers have been working on a redraft of the Corporate Plan since May 2011 designed to reflect and respond to the rapidly changing operating environment, including radically reduced finances and a new financial regime built on the retention of (some of) the growth in local business rates, and some significant national policy changes, for example around localism and the big society, welfare reform, and a new health architecture.

2.2 Work on the Corporate Plan has been through a number of iterations as it has progressed. These have reflected not only the natural development process for such a radical redraft, including considering responses made to the public consultation process, but also the emergence of new Government policy such as the Localism Act, and more locally the new Kent Countywide Ambitions.

2.3 Whilst the original aim was to have the Corporate Plan completed alongside the 2012/13 budget and medium term financial strategy in February, the opportunity to utilise the LGA Peer Review in January 2012 as a critical friend to the emerging thinking on the new Corporate Plan was viewed as potentially very valuable, and so a pause in development was taken, and messages taken on board.

- 2.4 Work has also been ongoing on the development of a 'prospectus' of local services, as a very visible and proactive response to the Localism Act, intended to be launched alongside the new Corporate Plan in early 2012. Appendix IV gives details of the latest proof.

### **3 Proposal**

- 3.1 Appendix I sets out the draft corporate plan with further detail on the corporate priorities, suggested flagship projects, other projects and priorities for action.
- 3.2 The table in Appendix II gives more detail on the corporate plan priority actions and the activity areas that contribute to each corporate priority. Further work needs to be undertaken to turn the outcomes into performance measures and to update the supporting performance monitoring framework. These priority actions and activity areas will also be included in relevant service areas' service plans to ensure clear linkage between the corporate plan and service plans.

### **4 Alternative Options**

- 4.1 None proposed.

### **5 Consultation Undertaken or Proposed**

- 5.1 Consultation has been with an internal audience of Members and officers, through both one-to-one discussions and working groups. Discussions have also taken place with Group Leaders on 30 December 2011 and at the Policy Overview Committee on 23 November 2010 and 12 January 2012.
- 5.2 The external consultation was been launched through December issue of 'Inside Swale' which was supported through a dedicated page on our website where copies of the consultation document could be downloaded, along with a form seeking views around the support or otherwise for the priorities. Appendix III summarises the consultation responses received.
- 5.3 Swale Borough Council is one of a number of partner organisations to support the Kent Partners Compact – an agreement developed through the Kent Partnership to improve and enhance partnership working between the voluntary and community sector (VCS) and the public sector in Kent. The Compact includes four codes of practice to guide partnership working in funding and resources, volunteering, communication and engagement, and equality and diversity.
- 5.4 The code of practice on communication and engagement recommends engaging the VCS on issues that are likely to affect them at a early stage of policy development, and that public sector organisations give the voluntary and community sector enough time to respond to consultation. The Compact suggests a standard consultation period of twelve weeks and a minimum of eight weeks. On 19 December 2011, Informal Cabinet extended the consultation period of to cover a 12 week period ending 2 March 2012.

- 5.5 We will ensure, where possible, that discussions with key stakeholders and partners will fit into existing meeting structures and have undertaken presentations to each of the three local engagement forums. We have also written to key stakeholders and partners for their views on the corporate priorities and to determine key actions for the Council.
- 5.6 An initial review of the consultation responses showed a lack of responses from seldom heard groups, we have undertaken to write directly to these groups seeking their views on the emerging priorities. We have also attempted to see detailed input from Parish and Town Councils, these extra consultations concluded on 13 April 2012 and responses have been incorporated into Appendix III.

## 6 Implications

Issue	Implications
Corporate Plan	A rewrite of the Corporate Plan includes a review and refresh of the corporate priorities and all supporting activity areas.
Financial, Resource and Property	The Corporate Plan proposals put forward take due consideration of the agreed budget for 2012/13.
Legal and Statutory	The Corporate Plan is a policy framework document so changes need to be agreed by full Council. The Localism Act received Royal Assent on 15 November 2011 and the Council response to its implementation will be influenced by any formal guidance that is issued.
Crime and Disorder	Any changes to the specific priority actions relating to tackling crime and disorder will need to align with those set out in the community safety strategy to ensure we are consistent with partnership commitments and to meet our legal requirements.
Risk Management and Health and Safety	None identified at this stage.
Equality and Diversity	An equality impact assessment has been conducted
Sustainability	None identified at this stage.

## 7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Corporate Plan 2012-15
  - Appendix II: Corporate Plan 2012-15 Priority Actions
  - Appendix III: Corporate Plan Consultation You Said We Did/We Propose
  - Appendix IV: Bold Steps for Swale: A Prospectus of Services

## 8 Background Papers

- 8.1 Corporate Plan 2012-15 consultation draft December 2011
- 8.2 Corporate Plan Update to Policy and Overview Committee 12 January 2012  
<http://www2.swale.gov.uk/dso/viewagenda.asp?uid=1345>

8.3 Peer Review Feedback Letter, March 2012

8.4 Community Impact Assessment