

Report to: **Hub Committee**

Date: **10 September 2019**

Title: **Corporate Strategy**

Portfolio Area: **Leader of the Council**

Wards Affected: **All Wards**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:
(e.g. referral on of recommendation or implementation of substantive decision) **After call in period 18 September 2019 or Council**

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RECOMMENDATION

That the Hub Committee recommends to Council to adopt the Corporate Strategy desired outcomes (targets) up until 2023 as outlined in section 5 of this report.

1. Executive summary

- 1.1 This report is presented by the Leader of the Council and details the findings from recent Member led, consultation with local communities.
- 1.2 The purpose of the consultation was for Members to engage with their local residents to find out what matters most to them under each of the Council's six strategic themes, namely: Homes, Communities, Environment, Enterprise, Wellbeing and Efficient and Effective Council.
- 1.3 The consultation results have been used to devise a set of desired outcomes (targets) for each of the Council's strategic themes which can be found in section 5 of this report. It is proposed these targets are presented to Council on 17 September 2019 and form the focus of Council delivery for the rest of this administration i.e. up until 2023.

2. Background

- 2.1 In May 2018 Council adopted a new Corporate Strategy including a core purpose, guiding principles and five high level themes to guide Council delivery over the next 5 years, see Appendix A.
- 2.2 Throughout the summer of 2018 the Corporate Strategy themes were promoted by officers to local residents via roadshows and an online engagement portal where residents were encouraged to share their views and highlight the things most important to them under each theme. Responses although only few in number were varied but common responses focused on the need for truly affordable local housing, the need for car parking in new developments and the importance of keeping the Borough clean and tidy. It is important to note, that the roadshows and online promotion only prompted feedback from 68 residents.
- 2.3 In October 2018 Overview and Scrutiny Committee appointed a Corporate Strategy Key Performance Indicators (KPIs) Task and Finish Group, comprising Members and supported by senior officers. The Task and Finish Group presented their recommendations to Overview and Scrutiny Committee in January 2019. It was recognised by the Committee that the KPIs supplied were a good starting point. However, based on newly received feedback from the Local Government Association Peer Review team both Overview and Scrutiny Committee and Hub Committee resolved more work was needed by both Members and officers, to set a powerful vision for the next 5-10 years, and develop clearer strategies aligned to each corporate theme and that articulate desired outcomes for local residents.
- 2.4 As a result Hub Committee in January 2019 instructed officers to pull together relevant evidence, policies, service offering, projects, partners and outcomes per corporate theme which led to a Member workshop on 5 February 2019 and coverage of the Corporate Strategy in the Member induction process in May 2019.
- 2.5 At Hub Committee on 4 June 2019 it was agreed all Members would be tasked with engaging with their communities throughout the summer, both online and in person, to garner the views of local residents on the Council's strategic themes.
- 2.6 It was further agreed at Hub Committee on 4 June 2019 that findings from the Member led consultation would be presented to today's Committee, coupled with a set of desired outcomes (targets) per strategic theme. These targets would then be presented to Council for consideration on 17 September 2019.

3 Outcomes/outputs

- 3.1 An all Member briefing session was held on 16 July 2019 to provide Members with materials to embark on consultation with their communities on the corporate strategy. Members were supplied with:

- Printed copies of the Council's Corporate Strategy, Annual Report and Council Tax leaflets
 - Digital versions of the above as well as imagery for social media and a link to an online survey
 - Members were further advised that display material and paper copies of the survey were readily available on request
- 3.2 A number of residents participated in dedicated consultation events and many more circulated the survey link to parish councils and local contacts. As a result there have been 140 responses from the consultation with a good mix of responses from communities across the Borough. It is heartening to see that this Member led consultation gleaned a greater response than that of the previous year and therefore highlights the importance of Member engagement with local communities.
- 3.3 Full consultation responses will be published on the Council's engagement portal www.engagement.westdevon.gov.uk. Detailed below is a summary of some of the most common responses:

Homes

Over 60 respondents highlighted affordable homes as being important. 10 cited homelessness prevention as key. Other comments made were with regard to the high cost and poor build quality of new homes, the need to build environmentally sound homes and that too many homes were being built in some areas, especially Tavistock.

Community

Over 30 respondents highlighted car parking as a key issue some calling for free car parking, others for park and rides and more enforcement on congested streets. Approximately 40 respondents cited public conveniences/toilets as a key issue some suggesting the introduction of charges for their use and others stating they must not be closed. Over 20 responses stated the need for grant funding to support community initiatives some citing specific need for support for use of green spaces and tackling social isolation for young and old.

Enterprise

Over 30 respondents made reference to business rates and rents and the need for them to be affordable. Over 20 respondents stated the need for business support and advice.

Environment

Over 50 respondents wanted the ability to recycle more. Many cited charges at recycling centres being the cause of fly tipping. Approximately 20 respondents cited trees protection of importance and the need for more tree planting. 10 or more commented on the need to keep the area clean. Approximately 20 respondents made reference to the need for good planning policy and enforcement.

Wellbeing

Nearly 20 respondents stated importance of access to affordable and well maintained leisure centres. Over 10 references stated the need to support mental health. More than 15 respondents cited the need to support groups, clubs and activities.

Efficient and Effective Council

Nearly 20 respondents stated the need to deliver value for money, over 10 responses cited customer service as important and half of these stated communication was crucial.

4 Options available and consideration of risk

4.1 Do nothing further

It is recognised that significant progress has been made in the last couple of months to engage with local communities about the things they would like the Council to achieve under each of its strategic themes. It would be considered high risk and irresponsible to ignore this feedback and not to act upon it.

4.2 Take action option

By setting steps as detailed in section 5 the Council is proactively responding to community and Peer Review feedback and providing a plan of action to articulate desired outcomes for local residents. It is therefore deemed appropriate to pursue this option.

5. Proposed Way Forward

5.1 Below is a set of desired outcomes (targets) for each of the Council's strategic themes. It is proposed these targets are presented to Council on 17 September 2019 and form the focus of Council delivery for the rest of this administration i.e. until 2023:

Homes

- *Enable the delivery of at least 150 affordable homes*

Communities

- *Actively support communities to develop and introduce their neighbourhood plans*
- *Fund grass roots initiatives that unite communities*

Environment

- *Increase the percentage of waste that we recycle*
- *Meet our climate change pledge and help to reduce carbon emissions*
- *Work with partners to encourage high quality, environmentally sound new homes*

Enterprise

- *Provide professional and impartial business advice*
- *Lobby strategic partners to provide affordable premises, improve broadband, develop road and rail links*

Wellbeing

- *Working with the NHS and local charities to enhance access to health and wellbeing services*
- *Provide affordable and well maintained leisure centres offering a range of activities for all*

Efficient and Effective Council

- *Ensure value for money without compromising customer service*
- *Improve our customer satisfaction ratings*

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Hub Committee has a responsibility to provide Leadership to the overall activities of the Council. The Hub Committee is responsible for an overview of the Corporate Strategy and underlying Themes and for making recommendations to Council for the adoption of a Strategy and Themes.
Financial implications to include reference to value for money	N	There are no financial implications as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon Peer Review feedback could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report
Supporting Corporate Strategy	Y	The entire Corporate Strategy is supported as a result of this report as it identifies a target for each corporate theme.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.

Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

Supporting Information

Appendix A - Corporate Strategy