

Report to: **Executive**

Date: **19 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) **Council**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: [Nadine.Trout@swdevon.gov.uk](mailto:Nadine.Trout@swdevon.gov.uk) or **01803 861234**

---

## **RECOMMENDATION**

**That the Executive Committee recommends to Council to:**

- 1. Acknowledge the progress made to date on refining the Council's Corporate Strategy.**
- 2. Adopt the desired outcomes up until 2023 as outlined in section 3 of this report.**

### **1 Executive summary**

1.1 This report is presented by the Leader of the Council and reviews the Council's progress in refining the Council's service offering and suggest desired outcomes under each of the Council's six corporate themes, namely: Efficient and Effective Council, Communities, Enterprise, Environment, Home and Wellbeing.

### **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 (141) were varied but common responses focused on the need for truly affordable local housing and the importance of keeping the District clean and tidy.

- 2.3 In November 2018 the Local Government Association Peer Review team noted 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 An all Member workshop was held in February 2019 to review performance indicators and service offering per theme.
- 2.5 An introductory session on the Corporate Strategy was held on 10 May 2019 as part of the Member induction process.
- 2.6 To meet the Peer Review’s recommendation to devise a set of desired outcomes the Leader presented a draft set of desired outcomes to Overview and Scrutiny Panel on 5 September 2019. The Panel emphasised the importance of any set outcomes being based upon the SMART (Specific, Measurable, Achievable, Relevant and Time-bound) principles.

**3 Outcomes/outputs**

- 3.1 The Leader working alongside Executive Lead Members and senior officers has devised the following desired outcomes per corporate theme:

STRATEGIC THEME	DESIRED OUTCOMES
 <p><b>HOMES</b></p> <p>Enabling homes that meet the needs of all</p>	<ol style="list-style-type: none"> <li>1. By May 2023 enable the delivery of at least 475 affordable homes throughout the District.</li> <li>2. By May 2023 achieve a 25% reduction in the average length of time spent in temporary accommodation by homeless households.</li> <li>3. By May 2023 reduce fuel poverty by enabling grant funding to over 500 households.</li> </ol>
 <p><b>COMMUNITIES</b></p> <p>Council and residents working together to create strong and empowered communities</p>	<ol style="list-style-type: none"> <li>1. By May 2023 fund over 300 grass root initiatives to support local communities through Councillor locality funds and other sources.</li> <li>2. By May 2023 work with local communities to support the development of at least 20 Neighbourhood Plans. Plus support towns and villages to help access regional and national grant funding for local improvement initiatives.</li> </ol>

STRATEGIC THEME	DESIRED OUTCOMES
<p><b>ENTERPRISE</b></p> <p>Creating places for enterprise to thrive and business to grow</p> 	<ol style="list-style-type: none"> <li>1. Invest in our communities using Council land and assets to benefit the local economy, jobs and well-being and provide a revenue to the Council (including building a new Health Hub in Dartmouth by 2022).</li> <li>2. By May 2023 build at least 15 new additional business units and where viable bring back into use redundant commercial buildings. Maintain over an 85% occupancy rate for all Council owned employment premises.</li> <li>3. Support businesses wishing to relocate to, or expand within the District through the provision of incentives and advice.</li> </ol>
<p><b>ENVIRONMENT</b></p> <p>Protecting, conserving and enhancing our built and natural environment</p> 	<ol style="list-style-type: none"> <li>1. By May 2023 increase recycling by 5% by introducing weekly kerbside collections of a greater range of recyclables to include glass and food waste to ensure that over 58% of all household waste in the District is recycled.</li> <li>2. Meet our pledge to tackle climate change by signing up to a countywide strategy and adopting a Council specific action plan by Spring 2020 and delivering against it.</li> <li>3. Run a 3 year campaign to reduce litter and single use plastics with a package of measures including education, litter picks and enforcement action.</li> </ol>
<p><b>COUNCIL</b></p> <p>Delivering efficient and effective services</p> 	<ol style="list-style-type: none"> <li>1. Increase the ability for customers to self-serve on-line, reduce complaints and avoidable contacts by 10% annually.</li> <li>2. Improve our processing times by May 2023 by: <ul style="list-style-type: none"> <li>• Increasing to 70% the number of non-major planning application determined within 8 weeks (without extension of time).</li> <li>• Paying 98% of invoices within 30 days.</li> <li>• Continuing to exceed the national annual target for housing benefit change of circumstances and new claims.</li> <li>• Collecting over 98% of council tax due annually and chasing all remaining outstanding debt.</li> <li>• Collecting over 98% of business rates due annually.</li> </ul> </li> </ol>

STRATEGIC THEME	DESIRED OUTCOMES
	<ol style="list-style-type: none"> <li data-bbox="826 241 1353 454">1. Increase leisure centre use by 3% each year and work with local community sports clubs to provide outreach sessions throughout the District to encourage healthier lifestyles.</li> <li data-bbox="826 454 1353 631">2. By May 2023 invest over £1 million in play parks, open space, sport and recreation projects in communities across the District to encourage active and healthy lifestyles.</li> </ol>

3.2 The outcomes have been chosen to ensure they are readily understood and resonate with local residents.

#### 4 Options available and consideration of risk

##### 4.1 Do nothing further

It is recognised that significant work has been undertaken to date to pull together a corporate strategy and desired outcomes per theme. It is therefore considered unwise to cease work at this stage without seeking the adoption of these desired outcomes at full Council in September 2019.

##### 4.2 Take action option

By setting steps as detailed in section 5 the Council is proactively responding to 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 Council on 26 September 2019 consider the adoption of the desired outcomes detailed in section 3.1 of this report.

5.2 Before the beginning of the next financial year, Community of Practice Leads produce full service delivery plans which are aligned to the Council's corporate themes and underpin the desired outcomes detailed above.

5.3 Corporate Strategy outcomes are monitored as part of the Overview and Scrutiny process.

#### 6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Executive Committee has a responsibility to provide Leadership to the overall activities of the Council. The Executive 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 focus of the report is to establish desired outcomes for each of the Corporate Strategy's strategic themes.
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 South Hams Corporate Strategy