

Report to: **Hub Committee**

Date: **4 June 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 12 June 2019**

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RECOMMENDATION

That the Hub Committee:

- 1. Acknowledge the progress made to date on refining the Council's Corporate Strategy.**
- 2. Support the approach as detailed in section 5.1a of this report to further embed, promote and share the Council's Corporate Strategy with newly elected Members and their communities.**
- 3. Sets time aside to review feedback received from the proposed Member community engagement and establish corporate strategy targets as detailed in sections 5b/5c.**

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 under each of the Council's six corporate themes, namely: Efficient and Effective Council, Communities, Enterprise, Environment, Home and Wellbeing.
- 1.2 The report in section 5 provides a suggested approach to further embed and promote the Corporate Strategy through adoption of a Member led engagement framework and community consultation.
- 1.3 The purpose of the Member led community engagement is to gather feedback from communities on what matters most to them and to set clear targets against each of the Council's corporate themes.

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, see Appendix B. Note, many services can be aligned to more than one corporate theme e.g. homelessness could sit under either the Homes or Wellbeing. As such the service offering per theme is subject to change.
- 2.5 At Hub Committee in March 2019 it was also agreed the Corporate Strategy would form part of the May Member induction process.

3 Outcomes/outputs

- 3.1 An all Member workshop was held on 5 February 2019 to review the content of Appendix B.
- 3.2 The workshop was well attended, with 19 out of 31 Members in attendance. Appendix C provides a summary of feedback collected at the event and demonstrates significant Member input.
- 3.3 An introductory session on the Corporate Strategy was held on as part of the Member induction. At the time of writing further plans are underway to engage Members more fully with the Corporate Strategy through an Informal Council session on 3 June 2019.

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 pull together the service offering aligned to each theme. However, to fully meet with the Local Government Peer Review recommendations much work is still needed.

4.2 Take action option

4.1 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 Below is an outline framework on how best Members of the Council might engage with their communities on the Corporate Strategy. The purpose of this engagement is to gain feedback from communities and set clear targets (desired outcomes) against each of the Council's corporate themes. Actions as follows:

- a. Act on ideas generated by Members at the 3 June Informal Council, and provide a clear framework for engagement including, as a minimum the following:
 - i. *Social media plan providing suggested media posts including images and words for all Members to use in their social media posts*
 - ii. *Member consultation pack including digital and paper reference materials (if required) as follows: corporate strategy graphic, list of services under each themes, achievements under each theme and frequently asked questions. Packs to be used by all Members at community events of their choosing i.e. town and parish meetings, community coffee mornings, Member surgeries, etc.*
 - iii. *A method for all Members to record community feedback by either using an online survey for use at Member led community events, or a paper survey if required*
 - iv. *Press release template for all Members to use to promote their presence at community events*
 - v. *Consider the use of a telephone survey conducted by an independent survey provider*
- b. Hub Committee on 10 September 2019 consider the feedback gathered by Members from their community engagement.
- c. Council on 17 September 2019 agree a set of desired outcomes aligned to each of the Council's corporate themes based on Member led resident engagement.

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.
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 encourages Members to share the Corporate Strategy with their communities.
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 West Devon Corporate Strategy

Appendix B Detailed Service Offering Per Corporate Theme

Appendix C Corporate Strategy Member Workshop Feedback 05.02.19