



DIRECTOR	Chief Executive
AUTHOR	Catherine Rose, Head of Corporate Policy
TELEPHONE	01737 276766
EMAIL	Catherine.Rose@reigate-banstead.gov.uk
TO	Executive
DATE	Thursday, 18 July 2019
EXECUTIVE MEMBER	Leader of the Council

KEY DECISION REQUIRED	NO
WARDS AFFECTED	ALL WARDS

SUBJECT	Corporate Plan 2020-2025
----------------	--------------------------

RECOMMENDATIONS
(i) That the Draft Corporate Plan 2020-2025 at Annex 1 be approved for consultation in accordance with the Council's constitution
REASONS FOR RECOMMENDATIONS
The Corporate Plan forms part of the Council's Policy Framework. The current Corporate Plan runs to 2020, so a new draft Plan has been developed drawing on contextual information, local evidence, and feedback from councillors and stakeholders. In accordance with the Council's Constitution, the draft Corporate Plan is subject to a minimum of 8 weeks consultation.
EXECUTIVE SUMMARY
<p>It is best practice for a Council to have an up-to-date Corporate Plan to communicate its priorities to local residents, businesses and partners, and to inform the organisation's service and financial planning activities.</p> <p>Since the current Corporate Plan ('Our Five Year Plan 2015-2020') was adopted in late 2014, significant progress has been made in delivering against its priorities. However, the context in which the Council operates continues to change, with new opportunities, challenges and uncertainties, and the Council needs to make sure it is in the best possible position to respond to these.</p>

A revised Corporate Plan has been drafted, which takes account of the changing national, sub-national and local political, financial, social, environmental and economic landscape, as well as comments from councillors, partner organisations and staff.

An early draft of the Plan was considered at the Executive's meeting in March 2019. Recognising that the Council's membership has changed as a result of the elections in May, further informal engagement with members was undertaken throughout May and June, and some revisions have been made to the draft Plan as a result.

The draft Plan confirms the Council's commitment to delivering high quality services and providing value for money, and includes updated priorities across the three themes of People, Place and Organisation. These will be used to inform and align Council activities to meet the needs and aspirations of local residents, businesses and Councillors, whilst also recognising the continuing financial challenges that the organisation is faced with.

Subject to Executive agreement, consultation on the draft Plan will be undertaken in line with the Council's constitution. This will include providing the Council's Overview & Scrutiny Committee with the opportunity to consider the draft Plan, as well as a period of public consultation.

The results of this consultation will inform the final version of the new Corporate Plan, which will be presented to Executive and then Full Council for formal adoption in December 2019.

Executive has authority to approve the above recommendations

STATUTORY POWERS

1. There is no statutory requirement for the Council to produce or maintain a Corporate Plan.
2. However, the Council has in recent years adopted a Corporate Plan to set out its overall vision for the borough and explain the priorities that guide its service and financial planning. Maintaining an up-to-date Corporate Plan is seen as best practice within the sector.

BACKGROUND

Corporate Plan

3. The Council adopted its current Corporate Plan (titled 'Our Five Year Plan 2015-2020') in December 2014¹.
4. This Plan sets out a vision that the Council will be a leading Council, which will:
 - a. Deliver quality services and support
 - b. Provide value for money
 - c. Make the borough a great place to live
 - d. Be flexible and sustainable, responding to the needs and demands of our borough, residents and businesses; and

¹ Available at: http://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/our_5_year_plan

e. Become an increasingly commercial organisation.

5. The 2015-20 Plan is based around three themes: People, Place and Organisation. Since it was adopted, significant progress has been made in delivering its priorities. This progress has been reported on annually, most recently to the June 2019 Executive.
6. At the same time, the context in which the Council operates continues to change, with new opportunities, challenges and uncertainties arising. These include the complete removal of the Council's Revenue Support Grant by Government, new national policies and legislation, and changes to how our partner organisations fund and deliver their services. The Council needs to make sure it is in the best possible position to respond to these things.
7. In light of these changes, a review of the current Plan has been undertaken to ensure that it continues to accurately reflect the Council's priorities and that the Council's activities remain relevant to the borough's residents and businesses in the coming years.

KEY INFORMATION

8. In March 2019, a first draft of the new Corporate Plan 2020-25 was presented to the Executive. The accompanying report set out how the draft Plan had been developed taking into account a wide range of evidence and information. This information is not repeated in this report but can be viewed within the previous Executive report.
9. Recognising that the Council membership has changed following the elections in May 2019, further informal member engagement has been undertaken to supplement the comprehensive evidence gathering process described in the March 2019 Executive papers.
10. All new and returning Councillors were provided with a copy of the draft Corporate Plan, and invited to submit any comments and suggestions via a short online survey. All members were also invited to an interactive workshop session where the Plan content was discussed and explored in more detail. Members have subsequently been provided with a summary of how their comments and suggestions have been taken into account.

I. Content of the proposed new Corporate Plan

12. The proposed new Plan represents an evolution of the current Plan. The proposed vision has its roots in the current Plan and remains largely the same, with some minor updates. The three themes of People, Place and Organisation are proposed to be retained given the success of the Council in meeting many of the priorities under the current Plan. The main differences between the proposed new Corporate Plan and the current Five Year Plan include:
 - a. A new set of cross-cutting 'commitments' describing how the Council will deliver services, covering aspects such as communications, customer contact, partnership working and environmental sustainability
 - b. A new 'housing' objective confirming Executive's commitment (made at its meeting in April 2017) to do more to secure the delivery of homes that are more affordable for local people
 - c. Expanded objectives about communities and vulnerable people, reflecting the

Council's proactive housing, family support and community development activities

- d. A new objective that recognises the need for the Council to support towns and villages in the borough to thrive in the face of changing shopping habits and competition from larger centres
 - e. A new 'shaping our places' objective recognising the future focus of our work in this area.
13. The draft Plan includes a continuing commitment to achieve financial sustainability, including through commercial activities to generate income and increase our reserves, and recognises that to continue to deliver high quality services and deliver corporate objectives will require ongoing investment in operational assets and skills.
14. The substantive changes that have been made to the draft Plan as a result of the most recent round member engagement (throughout May and June) are summarised below.
- a. A strengthened commitment in relation to equality and inclusivity
 - b. A new reference in the 'communities & community safety' section to supporting local and community organisations to help us achieve plan priorities
 - c. A new reference in the 'economic prosperity' section to making the borough a more attractive location for visitors to stay and spend time
 - d. A new reference in the 'shaping our places' section to promoting sustainable transport choices and reducing congestion
 - e. A new reference in the 'clean & green' section to tackling air quality and promoting the use of low emission vehicles.
 - f. A new objective about environmental sustainability.

Partnership

15. Partnership working is particularly important at a time when public finances are stretched. It can help make best use of the limited funding which is available. As such, partnership working is a theme that runs throughout the draft Corporate Plan.
16. To maximise the benefits that can be realised from working together, the Council has - in the past - agreed Memorandums of Understanding with key partners including Surrey County Council, health partners and – most recently – Raven Housing Trust. In support of the new Corporate Plan, arrangements with these and other organisations will be reviewed to ensure that, as far as possible, we can align activities to help deliver our corporate objectives.

OPTIONS

17. The options available to the Executive are:
- a. Option 1: To approve the Draft Corporate Plan 2020-2025 for consultation. This option is recommended as it will ensure that progress can be made towards adopting a new Corporate Plan that continues to accurately reflect the Council's priorities and will mean that the Council's activities remain relevant to the borough's residents and businesses in the coming years.
 - b. Option 2: Not to approve the Draft Corporate Plan, and request that further work

be undertaken before a revised draft is reported back to the Executive. This option is not recommended as it will delay getting an updated and current Plan in place.

LEGAL IMPLICATIONS

18. There are no legal implications to consider.

FINANCIAL IMPLICATIONS

19. The Council's service and financial plans are developed in line with its Corporate Plan. In parallel to developing this Corporate Plan, a new Capital Investment Strategy is being prepared. The Outline Capital Investment Strategy was agreed by the Executive at its March 2019 meeting. Work on the Capital Investment Strategy will continue as the Corporate Plan is finalised throughout 2019.
20. For the year 2020/21, service and financial planning will be undertaken taking account the emerging priorities set out in the revised Draft Corporate Plan appended to this report (subject to the Executive's agreement of the draft) and any further changes agreed as a result of consultation.
21. The Council will, where possible, deliver its Corporate Plan priorities through mainstream services and budgets, and by working with partners to combine resources and lever in external funding. However, some additional funding may be required to support specific projects and activities and the Council has established a Corporate Plan Delivery Fund and New Posts Reserve to support these.

EQUALITIES IMPLICATIONS

22. An Equalities Impact Assessment (EqIA) has been carried out on the draft Corporate Plan, and is available as a background paper. This concludes that, if successfully delivered, the vision and priorities in the draft Corporate Plan will have a positive or, at worst, a neutral impact on the equality target groups. Only one potential negative impact was identified, in relation to people from equalities target groups who are not local being unable to access new homes provided under the proposed 'housing' objective. However, given that the scale of housing secured under this objective will be very small compared to the availability of housing in the borough generally, any negative impact will be very low such that overall impact is judged to be neutral. It notes that a positive change since the March 2019 version of the draft Plan is the inclusion of a stronger commitment in relation to ensuring fair and inclusive customer care, and stating clearly that the Council will seek to promote equality and good relations across communities.
23. Where new projects or policies are being developed to deliver the Corporate Plan priorities, separate EqIAs will be carried out in support of these by the relevant responsible officers. The draft Corporate Plan EqIA identifies that consideration should be given through this process as to whether positive equalities impacts can be secured.
24. The EqIA also recommends that equalities target group representatives be consulted as part of the public consultation on the draft Corporate Plan and that measures should be put in place so consultation material can be provided in

accessible formats. The Council will take the necessary steps to do this.

COMMUNICATION IMPLICATIONS

25. In line with the Council's constitution, the Overview & Scrutiny Committee will be consulted on the draft Corporate Plan.
26. Public consultation will be also be undertaken on the draft Plan. A communications plan has been developed for this consultation exercise and agreed with the Portfolio Holder. Consultation will include:
 - a. Promotion via press release, social media, newsletters, posters/flyers and direct contact with stakeholders
 - b. An online questionnaire
 - c. Provision of material to members and partner organisations to enable them to promote the consultation.
27. After the public consultation, and once finalised and agreed by Full Council, the revised Corporate Plan will be formally launched. A separate communications plan will be developed for the launch and will include measures to publicise the Corporate Plan to residents, businesses, partners, members and staff.

RISK MANAGEMENT CONSIDERATIONS

28. The drafting of a new Corporate Plan is not identified specifically as a strategic risk. However, failure to regularly review the Council's corporate priorities may mean that future service and financial planning does not properly reflect local needs and aspirations.
29. Reviewing the Corporate Plan means that the changing national, sub-national and local context in which the Council operates, and the needs of local residents and businesses, will continue to be taken into account in the planning and funding of Council services and activities.

OTHER IMPLICATIONS

30. There are no other implications to consider.

CONSULTATION

31. A range of informal consultation has been undertaken to inform the revised draft Corporate Plan. This has included:
 - a. Engagement with Council staff via team meetings and workshop sessions in Spring 2018
 - b. An all-member briefing and workshop in Spring 2018
 - c. Two external stakeholder workshops in Spring 2018, attended by over 30 people in total, and a series of staff workshops
 - d. Discussion of draft Plan content with the Leader, Deputy Leader, and Executive Members throughout Autumn/Winter 2018
 - e. A member briefing and member workshop in February 2019.

f. A member survey and further member workshop in May/June 2019.

32. The outcomes of this informal consultation have informed the content of the draft Corporate Plan at Annex 1. Comments made through forthcoming consultation described above will be taken into account in finalising the final Corporate Plan 2020-2025 that will be presented to Full Council for formal adoption.

POLICY FRAMEWORK

33. The Corporate Plan forms part of the Council's Policy Framework. In line with the Constitution, an 8 week consultation will be undertaken on the revised draft Plan at the appropriate time. This will include consideration of the draft Plan by the Overview & Scrutiny Committee and a public survey.
34. Responses to the consultation will be reported (in summary form) to the Executive, to be considered when recommending a final Corporate Plan to the Full Council for adoption.

BACKGROUND PAPERS

1. Five Year Plan 2015-20: <http://www.reigate-banstead.gov.uk/corporateplan>
2. Five Year Plan Performance Report, Executive June 2019: <https://reigate-banstead.moderngov.co.uk/ieListMeetings.aspx?Committeeld=137>
3. Updated Borough Profile 2018: <http://www.reigate-banstead.gov.uk/corporateplan>
4. Draft Corporate Plan Equalities Impact Assessment
5. Corporate Plan Executive Report, March 2019: <https://reigate-banstead.moderngov.co.uk/ieListMeetings.aspx?Committeeld=137>