

Additional information: Five Year Plan Performance Report 2019/2020

1. Introduction

- 1.1 This Annex provides further information about how progress on delivering the 2015-2020 Corporate Plan (the subject of the main report) was taken into account in preparing the 2020-2025 Corporate Plan. The 2020-2025 Corporate Plan was adopted by Full Council in early 2020.
- 1.2 In developing the 2020-2025 Corporate Plan, consideration was given to:
 - a. National, sub-national and local challenges
 - b. Progress and experience in delivering the 2015-2020 plan (both positive and negative)
- 1.3 These things (as well as borough-level evidence in the Borough Profile and the outcomes of consultation and engagement) informed the final Plan. How they were taken into account was reported to Executive meetings and this Committee at the time¹, but are also summarised below for ease of reference.

2. Challenges

- 2.1 In preparing the 2020-2025 Corporate Plan, some of the new challenges identified included:
 - a. Economic uncertainties associated with Brexit
 - b. Government plans for local authority funding reform and business rates reform
 - c. Ongoing challenges of housing affordability
 - d. The need for urgent action on climate change
 - e. Changes to national policy and legislation including in relation to industrial strategy, environment, housing and homelessness, planning and welfare reform
 - f. Changes at the sub-national level to how healthcare is planned and delivered and to how transport and economic development is funded
 - g. Financial challenges being faced by partner organisations
- 2.2 This resulted in the identification of some new objectives for the Council in the 2020-2025 Plan, including:
 - a. Housing
 - b. Environmental sustainability
 - c. Town and villages
- 2.3 Many of the challenges identified in 2019 have continue to evolve and new ones have arisen (e.g. Covid and Local Government Reorganisation). Therefore, it will be important that the Council continues to prepare annual reports to demonstrate its progress but to also highlight new challenges or threats and how we respond to these.

¹ See reports to [Executive, March 2019](#); [Executive, July 2019](#); [O&S Committee, September 2019](#); [Executive, December 2019](#)

3. Learning from implementing the 2015-2020 Plan

3.1 Much of what is in the new Corporate Plan represents an evolution from what is in the 2015-2020 one, reflecting the new challenges and borough-level evidence.

3.2 Areas where our experience in delivering the 2015-2020 Plan suggested a need to change our approach or emphasis included:

Supporting residents (particularly the vulnerable) into employment:

3.3 Our activity in delivering this 2015-2020 priority demonstrated that our most vulnerable residents need wider support than just 'getting into employment'. The new Plan therefore refers to the Council providing a much wider range of support - both in terms of targeted support for vulnerable residents, but also wider support for local communities.

3.4 Linked to this, the new Plan recognises that social isolation is not just an issue for older people but for all age groups.

Leisure and healthy lifestyles:

3.5 Delivery on this priority has been positive (as set out in the main report). However, local evidence, combined with our experience working with health partners, highlighted that we need to support both physical and mental wellbeing (as well as 'physical exercise').

3.6 This wider emphasis on wellbeing is therefore reflected in the new Plan.

Financial self-sufficiency:

3.7 The Council is still on the journey towards achieving financial self-sufficiency. This priority has therefore been carried forward into the new Plan in two new objectives – Financial Sustainability and Funding our Services. Delivery of these new objectives will be supported by the associated commercial governance structures now in place.

3.8 Linked to this, the 2015-2020 Plan talked about acquiring property assets outside the borough, which is something that the Council has not yet done. The new Corporate Plan adds clarity about acquisitions needing to be within our economic area.