

# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO COUNCIL

10 MARCH 2016

### REPORT OF THE CHIEF EXECUTIVE

#### CORPORATE PLAN 2016-2020

##### 1. PURPOSE OF REPORT

- 1.1 To seek Council approval of the Council's Corporate Plan 2016-2020 (attached as Appendix A).

##### 2. CONNECTION TO CORPORATE IMPROVEMENT PLAN / OTHER PRIORITIES

- 2.1 The report presents the Council's Corporate Plan which sets out the Council's priorities for 2016-2020.

##### 3. BACKGROUND

- 3.1 The Council's current Corporate Plan covers 2013-2017.
- 3.2 In light of the unprecedented financial challenges facing the authority, Cabinet and the Corporate Management Board (CMB) identified the need to revise and more tightly focus the Council's priorities to design and shape a sustainable and significantly smaller authority.
- 3.3 At its meeting on 17 June 2015, Council approved the following revised priorities for consultation:
1. Supporting a successful economy – taking steps to make the county a good place to do business and ensure that our schools are focused on raising the skills, qualifications and ambitions of all people in the county.
  2. Helping people to be more self-reliant – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
  3. Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible; and supporting the development of resources throughout the community that can help deliver its vision.

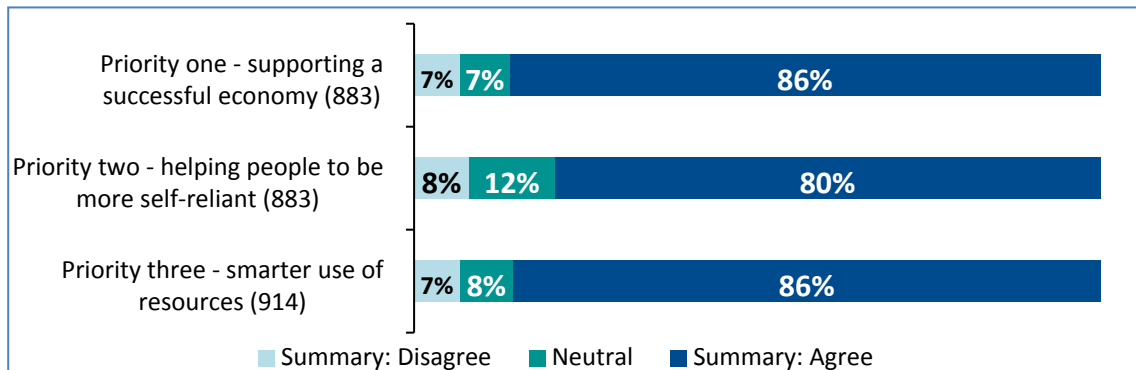
##### 4. CURRENT SITUATION / PROPOSAL

###### *Consultation*

- 4.1 A public consultation on the Council's corporate priorities and proposed budget reductions to 2019-2020 was undertaken over an eight week period from 28 September 2015 and 22 November 2015. The consultation received 1,819 responses from a

combination of the consultation survey, 15 engagement events held across the county borough, social media interactions and by using the authority’s Citizens’ Panel. The response rate (13 per 1000) is considered in statistical terms to be a valid sample size.

4.2 Respondents to the consultation were asked to identify to what extent they agreed or disagreed that the council should focus on the three priorities. The results showed a strong agreement with the chosen priorities as set out below.



4.3 Whilst the three priorities received strong support, 71 per cent, (525) of respondents to the public consultation believed there were important factors not included in the corporate priorities consultation. The most common areas believed missing, as cited by the 254 respondents who provided quantitative responses, are:

- Streamline the council; workforce and processes (39 people);
- Public transport, highways and infrastructure improvements (27 people); and
- Support local businesses and offer free parking (23 people).

4.4 A similar consultation exercise was also undertaken with employees and results mirrored those from members of the public with each priority receiving over 80% agreement.

4.5 As part of the consultation process, the Corporate Resources and Improvement Overview and Scrutiny Committee considered and provided feedback on the draft Corporate Plan on 9 February 2016.

4.6 A survey, including a Twitter debate led by the Chief Executive, on success indicators linked to the corporate priorities was undertaken between Tuesday 16 and Thursday 25 February 2016. The purpose of the survey was to seek citizens’ views on how the Council measures success. The survey was made available online, at local libraries and also in alternative formats upon request. The Twitter debate attracted 586 participants. A total of 37 suggestions or ideas were generated from the survey.

4.7 The feedback from all consultation exercises was considered in the development of this Plan and suggestions, wherever appropriate or applicable, have been accepted.

4.8 Cabinet Members were actively involved in the development of this Plan.

### ***The Corporate Plan***

- 4.9 The attached Corporate Plan 2016-2020 has been developed to deliver on the revised corporate priorities (also called improvement priorities under the Local Government (Wales) Measure, 2009). The Plan identifies programmes and projects to carry out these priorities and sets out the commitments for 2016-2017.
- 4.10 The Plan is supported by the Medium Term Financial Strategy, with the Council's overall revenue and capital budgets forming an integral part of it. The Medium Term Financial Strategy has been guided by the Council's priorities in the Corporate Plan and will enable the delivery of those priorities.
- 4.11 The development of the Plan was guided by the concept of "One Council" and other principles that had been agreed with members at the outset of the corporate planning process. These principles are:
- Wherever possible the Council will support communities and people to create their own solutions and reduce dependency on the Council.
  - The Council will focus diminishing resources on communities and individuals with the greatest need.
  - The Council will use good information from service users and communities to inform its decisions.
  - The Council will encourage and develop capacity amongst the third sector to identify and respond to local need.
  - The Council will not let uncertainty over the future of public services prevent meaningful and pragmatic collaboration with other public sector bodies.
  - The Council will work as one Council and discourage different parts of the organisation from developing multiple processes or unnecessarily different approaches.
  - The Council will transform the organisation and many of its services and in so doing will deliver financial savings as well as improvements.
- 4.12 In its Annual Improvement Report (AIR) and Corporate Assessment Report, the Wales Audit Office made a number of proposals for improvement. Those related to the Council's corporate planning were considered and addressed. Those proposals are:
- Establish the vision of the Council for 2020 that will support a strategic approach to service delivery and guide service planning;
  - Review 'measures of success' to ensure they enable an evaluation of intended performance ; and
  - Ensure Council commitments are expressed in a way that enables the Council to establish a clear picture of the intended improvement/impact.
- 4.13 Other factors that had been taken into account while the draft Corporate Plan was prepared include:
- The Well-being of Future Generations (Wales) Act 2015 and the public duty the Act places on public bodies (i.e. the sustainable development principle and the 7 national goals;

- The Social Services and Well-being(Wales) Act 2014; and
- The Local Government Reform Bill.

4.14 A number of success measures are identified for each priority, some of which are new measures for 2016-2017, reflecting the focus of the new Corporate Plan. Wherever possible, indicative targets were set for 2016-2017 for these new measures.

4.15 This plan is supported by the the Council's MTFs. The two documents are aligned to each other, enabling the reader to make explicit links between the Council's priorities and the resources directed to support them.

4.16 In line with the requirements of the Local Government (Wales) Measure 2009, the Plan must be published by 31 March 2016. Once approved, the Plan will replace the current Corporate Plan and will be reviewed and refreshed annually. The delivery of the plan will be monitored through the Council's Performance Management Framework.

## **5. EFFECT UPON POLICY FRAMEWORK & PROCEDURE RULES**

5.1 The Council's Corporate Plan forms part of the Policy Framework.

## **6. EQUALITY IMPACT ASSESSMENT**

6.1 The Corporate Plan sets out the Council's priorities and strategic direction for the next four years. The changed priorities will inevitably have an impact on a range of services the Council is providing. In developing the Plan, consideration has been given to the potential impact on protected groups within the community and on how to avoid a disproportionate impact on people within these groups. Separate EIAs will be undertaken when proposals for carrying out the plan are developed and implemented.

## **7. FINANCIAL IMPLICATIONS**

7.1 None in this report.

## **8. RECOMMENDATION**

8.1 That Council approve and adopt the Corporate Plan 2016-2020.

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**Background Documents - None**