

Report to: **Overview and Scrutiny Panel**

Date: **5 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) **Executive and Council**

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

Contact: Nadine.Trout@swdevon.gov.uk or **01803 861234**

RECOMMENDATION

That the Overview and Scrutiny Panel

- 1. Acknowledge the progress made to date on refining the Council's Corporate Strategy.**
- 2. Comment on the proposed targets for each theme and makes recommendations to the Executive accordingly.**

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.

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 With a view to more clearly articulate the service offering/functions under each theme officers earlier this year devised draft background documents on each of the corporate themes which are summarised in a one page visual in Appendix B of this report.

3 Outcomes/outputs

- 3.1 An all Member workshop was held in February 2019 to review key performance indicators and service offering per theme. Appendix C of this report provides a summary of feedback collected at the event and demonstrates the significant input provided by Members.
- 3.2 An introductory session on the Corporate Strategy was held on 10 May 2019 as part of the Member induction process. Appendix D of this report provides information used at the induction session and highlights achievements per corporate theme for 2018/19.
- 3.3 The Executive have started to devise a list of **draft** desired outcomes for delivery during the life of this Council i.e. up until 2023. These outcomes are very much work in progress and will be honed over the coming weeks and presented to the Executive Committee on 19 September 2019. It is anticipated that there will be approximately two to three desired outcomes per theme, which are readily understood and resonate with local residents:

Homes

*Enable the delivery of x affordable homes
Improve the quality of local housing stock*

Communities

Fund over x grass root initiatives to support local communities

Environment

*Increase recycling by x
Reduce complaints about overflowing litter bins by x*

Enterprise

*Provide access to free, professional and impartial business advice
Continue to build business units and maintain over x% occupancy rates*

Wellbeing

*Increase leisure centre usage by x
Invest £x in local play parks and replacement equipment*

Efficient and Effective Council

*Reduce the need for customers to call by delivering right first time services
Reduce call volumes by x and increase online transactions by y*

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 service offering aligned to each theme. However, to fully meet with the Local Government Peer Review recommendations and the views of newly elected Members it is felt prudent to gain the views of the Overview and Scrutiny Panel before the Executive Committee presents its desired outcomes per theme to Council.

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 Executive Members continue to hone the desired outcomes per corporate theme and at Executive Committee on 19 September consider the views of the Overview and Scrutiny Panel.

5.2 Council on 26 September 2019 agree a set of desired outcomes aligned to each of the Council's corporate themes based on feedback from Overview and Scrutiny Panel and the Executive Committee.

5.3 Monitor Corporate Strategy outcomes quarterly 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	Overview & Scrutiny Panel have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Executive and 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 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

Appendix B Service Offering/Functions Per Corporate Theme

Appendix C Corporate Strategy Member Workshop Feedback 28.02.19

Appendix D Member Induction Corporate Strategy Achievements 2018/19