



Meeting: Council

Date: 23 July 2015

Wards Affected: All

Report Title: Corporate Plan 2015-2019

Is the decision a key decision? Yes

When does the decision need to be implemented? 23 July 2015

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1. Purpose and Introduction

- 1.1. The Corporate Plan 2015-2019 prepared by the Mayor and the Executive sets out the strategic ambitions for the Council over the next four years and the principles within which the Council will operate.
- 1.2. The Plan as drafted is designed to provide an overarching framework for the ambitions of the Council. It is not intended to provide targeted actions against which the performance of the Council can be judged.
- 1.3. Once this Plan is approved, Corporate Plan 'delivery plans' will be formulated which will underpin this overarching plan, and the same will be presented to Full Council for approval.
- 1.4. The Corporate Plan acknowledges the financial challenge the Council faces and sets principles as to how to achieve our ambitions within reducing resources.

2. Proposed Decision

- 2.1 That the Corporate Plan 2015-2019 set out in Appendix 2 to the submitted report be approved.
- 2.2 That the Council notes that the Corporate Plan Delivery Plans will be prepared and presented to Council for approval.

3. Reason for Decision

- 3.1 The Corporate Plan is a key document as part of the Council's policy framework setting out our strategic ambitions for the next four years.

Supporting Information

4. Position

- 4.1 The Corporate Plan 2015-2019 is the Council's key strategic planning document setting out the overarching ambitions for the next four years.
- 4.2 Set against the significant challenge of expected reductions in funding, the plan identifies two ambitions for a prosperous and healthy Torbay and three principles within which the Council will operate, namely:
- Using reducing resources to best effect;
 - Reduce demand through prevention and innovation; and
 - Integrated and joined approach.
- 4.3 While there is no statutory requirement to have a Corporate Plan, being clear about our ambitions gives the Council, our staff, partners and the community a clear understanding of what we seek to achieve and how to prioritise our spending.
- 4.4 The Corporate Plan identifies the need to explore new and innovative ways to deliver services, as well as the need to integrate with our partners to maximise value for money and deliver the best possible outcomes for our communities.
- 4.5 The Council will be developing long term 'Corporate Delivery Plans' which will underpin this Corporate Plan. There will be a delivery plan for each of the five targeted actions:
- Protecting all children and giving them the best start in life.
 - Working towards a prosperous Torbay.
 - Promoting healthy lifestyles across Torbay.
 - Ensuring Torbay remains an attractive and safe place to live and visit.
 - Protecting and supporting vulnerable adults.
- 4.6 These delivery plans will translate the Corporate Plan into practice and detail the priority projects and specific actions the Council will undertake to achieve our ambitions. The template for the delivery plans is available in Appendix 4.
- 4.7 They will be developed by the Council's Senior Leadership Team and the Executive. In developing these plans, feedback from the consultation on the Corporate Plan will

be taken into account especially where respondents have identified specific issues or projects they would like to see addressed. Delivery Plans will be developed over the summer and presented to Council in the autumn.

- 4.8 A Performance and Risk Management Framework will be developed to monitor our progress and delivery against the Corporate Plan and Delivery Plans. Performance information will be challenged on a regular basis by the Council's Senior Leadership Team and presented to Overview and Scrutiny Board on a quarterly basis.

5. Possibilities and Options

- 5.1 The Corporate Plan has been developed based on discussions with the Mayor, Executive Leads and the Council's Senior Leadership team on what the focus for the Council should be over the coming years.
- 5.2 In adopting this Corporate Plan, the Council sets a clear vision for what it wants to achieve, and our staff, partners and the community understand what we are working towards.
- 5.3 Without a Corporate Plan it becomes difficult to set a coherent direction of travel for the Council, given reducing resources.

6. Fair Decision Making

- 6.1 The Draft Corporate Plan 2015-2019 has been subject to consultation with the public and our partner organisations. The consultation was promoted through social media to the public and was directly emailed to staff, elected members and partners including Devon and Cornwall Constabulary, Devon and Somerset Fire and Rescue Service, Torbay and Southern Devon Health and Care Trust, Clinical Commissioning Group and Torbay Business Forum.
- 6.2 Generally consultations on strategy documents do not receive high response rates and this consultation was no exception with 19 responses (one late response was received). The majority of these responses were received from members of the public and Torbay Council staff, with three partner organisations also responding.
- 6.3 Overall, there was agreement with the ambitions, principles and targeted actions identified within the plan. Respondents agreed with the need to look after our residents and ensure we try to avoid through intervention. Comments and feedback related to creating revenue, and promoting tourism to ensure Torbay prospers.
- 6.4 Within the survey responses there were specific suggestions for what else could be included; examples of these are outlined below:
- Ensuring tourism is promoted and protected.
 - Need to protect the environment and making the most of this asset.
 - Improving mental health for children and young people.

- Ensuring local people have an opportunity to have their say in future plans for the Council.
- Need to build more housing.
- Making the most of the digital economy and how this can create further opportunities for area.

6.5 These suggestions will be considered in the development of the Corporate Plan Delivery Plans which will detail the projects and actions the Council will be undertaking in relation to targeted action areas.

6.6 The Draft Corporate Plan has also been considered by the Overview and Scrutiny Board. The Board's report is available via the following the link:

<http://www.torbay.gov.uk/DemocraticServices/documents/s23922/Corporate%20Plan%20Report%20of%20the%20Overview%20and%20Scrutiny%20Board.pdf>

6.7 Feedback from the consultation has been taken on board and the Corporate Plan has been amended in light of feedback received.

6.8 A summary of the consultation responses is available in Appendix 5.

7. Public Services (Social Value) Act 2012

7.1 This policy does not require the procurement of services.

8. Risks

8.1 Without a Corporate Plan it becomes difficult to set a coherent direction of travel for the Council, given reducing resources.

Appendices

Appendix 2: Draft Corporate Plan 2015-2019

Appendix 3: Draft Corporate Plan 2015-2019 Appendix

Appendix 4: Template for Delivery Plans

Appendix 5: Summary of Consultation Feedback