

## **CABINET – 21 SEPTEMBER 2016**

### **CORPORATE PLAN 2016-2020**

#### **Report of Director of Strategy, Partnerships and Transformation**

##### **1. Purpose of the Report**

This report submits for consideration the Corporate Plan 2016-2020.

##### **2. Description of Decision (Recommendations)**

Cabinet is requested to consider the contents of the Corporate Plan 2016-2020 and recommend it to Council for approval.

##### **3. Introduction/Background**

The council's Performance Management Framework contains several related components which are identified in Appendix 1. The Corporate Plan is a key element of this Framework

It was previously a statutory requirement that councils produce a business plan bringing together their Medium Term Financial Strategy, service plans, objectives and performance outturns and targets. This was produced by the council as the 'Corporate Improvement Plan' (CIP). This requirement was removed by the Coalition Government in 2010.

However, the council remains committed to robust business planning, openness and accountability to stakeholders and has therefore determined to clearly articulate its strategic direction and approach in the Corporate Plan 2016-2020.

##### **4. Current Position**

The Corporate Plan 2016-2020 will be the council's overarching strategic plan for the years 2016/2017 to 2019/2020.

A Draft Corporate Plan 2016-2020 has been developed and is attached to this report as Appendix 2.

The Draft Corporate Plan 2016-2020 comprises the following sections:

- Corporate Plan: Introducing the Plan and its role
- At a glance – key priorities: The council's priority areas
- At a glance – key actions: The basis of corporate strategic management and performance arrangements
- Sunderland: Overview of the city's on-going transformation
- Transforming the Council: The council's approach to Government budgetary challenges
- Our journey to 2020: The council's changing role in helping residents, communities and businesses prosper
- Key priorities explained: Details in respect of Regenerating the City, Safeguarding our Residents and Future Council

- Sunderland Toolkit: Interventions and opportunities available to the council.

Progress in respect of the Corporate Plan 2016-2020 is managed via the Corporate Plan Delivery Plan 2016-2017 which identifies actions, milestones, measures and accountabilities for each of the key actions identified in the Corporate Plan. The Delivery Plan provides the basis for the council's performance management arrangements as implemented through the monthly Performance Clinics process and quarterly reporting to Scrutiny and Cabinet.

The Corporate Plan Delivery Plan 2016-2017 is supported by Service Plans for each Head of Service's area of responsibility. Service Plans break down relevant Corporate Plan Delivery Plan key actions into specific activities which are managed at a service level as well as include other service based priorities, actions and performance indicators.

The Corporate Plan, Corporate Plan Delivery Plan and Service Plan structure creates clear "golden threads" of empowerment, responsibility and accountability from the council's strategic priorities to service activity and vice-versa.

The Corporate Plan 2016-2020 has been shared with key partners and will be shared with all council staff following its formal adoption.

The Corporate Plan 2016-2020 will primarily be published electronically on the council's website and intranet with limited printed copies created as necessary.

## 5. **Reasons for the Decision**

Production of the Corporate Plan is required under the council's Constitution, as an Article 4 Plan.

The Corporate Plan is considered to be a clear statement of the council's strategic direction and objectives.

## 6. **Alternative Options**

Alternative Options considered and rejected as part of the process of developing the Corporate Plan were:

**Option 1. Do Nothing:** This option was not considered appropriate as the council would not have a strategic plan that captured and expressed in simple terms the council's direction and intentions for the years 2016-2020.

**Option 2. Produce a Corporate Improvement Plan (CIP):** This option was not considered appropriate as a CIP is considered no longer suitable for the council as a means of articulating and communicating the council's strategic direction in the context of Government cuts and cost pressures.

## 7. **Impact Analysis**

- (a) **Equalities** - The Corporate Plan 2016-2020 sets out how promoting equality and reducing inequalities is fundamental to our approach. It also makes it clear that our approach to intelligent decision making will contribute to the way we meet our Public Sector Equality Duty. Further to this, the Corporate Plan is subject to an

Equalities Analysis, through the Service Plans supporting it. Each Service Plan includes details of the equalities considerations of relevance to that Service.

The Associate Lead for Communities and Equalities within the Strategy and Partnerships service has provided Heads of Service with support in respect of these equalities considerations and has contributed towards the development of the contents of the Corporate Plan.

- (b) **Co-operative Values** – The Sunderland Toolkit identified in the Corporate Plan 2016-2020 includes cooperative council as one of the key interventions or opportunities which the council can apply or take advantage of to support the achievement of the Plan's Priority Actions.
- (c) **Financial Implications** – Any financial implications arising as a result of actions set out in the Corporate Plan can be met through existing budget provision or will be included within the medium term financial strategy as appropriate.
- (d) **Legal Implications** – The Head of Law and Governance has been consulted to ensure that correct process is followed for the formal adoption of the Corporate Plan 2016-2020 as part of the council's policy Framework under Article 4 of the Constitution. The full programme for the adoption of the Corporate Plan 2016-2020 is attached as Appendix 3.
- (e) **Policy Implications** – The Corporate Plan 2016-2020 has been coordinated by the Associate Lead for Organisational Strategy in the Strategy and Partnerships service on behalf of the Assistant Chief Executive.

In describing the council's strategic priorities drafts of the Corporate Plan 2016-2020 have been shared and developed in conjunction with the Executive Management Team, Heads of Service, Cabinet Leadership, Portfolio Holders and Deputies, and all other Members.

## 8. List of Appendices

Appendix 1: Performance Management Framework diagram

Appendix 2: Corporate Plan 2016-2020

Appendix 3: Programme for Formal Adoption

## 9. Background Papers

Corporate Plan 2016-2020 Working Drafts

Corporate Plan Delivery Plan 2016-2017 and Working Drafts

Service Planning Guidance 2016-2017

Service Plans 2016-2017 and Working Drafts

# Appendix 1: Performance Management Framework



## **Appendix 2: Draft Corporate Plan 2016-2020**

