



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Council

1 October 2020

Report of: Councillor Kelham Cooke
The Leader of the Council



Corporate Plan 2020-23

The report proposes the Corporate Plan for the period 2020 to 2023.

Report Author

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Corporate Priority:	Decision type:	Wards:
Administrative	Budget and Policy Framework	All Wards

Reviewed by:	Richard Wyles, Interim Director of Finance	21 September 2020
Approved by:	Karen Bradford, Chief Executive	22 September 2020
Signed off by:	Councillor Kelham Cooke, The Leader of the Council	22 September 2020

Recommendation (s) to the decision maker (s)

1. Council is asked to approve the Corporate Plan 2020-2023 as attached at Appendix A.
2. Notes that key performance indicators and success criteria for each action will be developed by the Overview and Scrutiny Committees and the Cabinet.

1 Background

1.1 The Corporate Plan sets out the strategic vision and key priorities of the Council. The Corporate Plan underpins the delivery of all of the Council's strategic activity and provides the performance framework for managing the delivery of the actions and priorities in the Plan. It is good practice for a public sector organisation seeking to deliver a wide set of aims and objectives to set out a Corporate Plan and regularly review the activity and achievements against it.

1.2 The South Kesteven District Council Corporate Strategy was adopted in May 2018, which sets the values of the Council. The Corporate Plan is focused on what the Council will deliver.

Approach – Setting the Priorities and Actions

1.3 An evidence-based approach has been undertaken to developing the priorities and actions within the Corporate Plan. A range of data sources were utilised to undertake an assessment of performance and benchmarking to form an analysis of strengths, weaknesses, opportunities and threats (SWOT) for the District. The SWOT also incorporated the likely impact on the District of Covid-19.

1.4 The SWOT was then analysed and used to inform three key areas of the Corporate Plan:

- **Vision** – an encompassing statement setting out succinctly the high-level aim for the District
- **Priorities** – specific key areas of focus for the Council
- **Actions** – the things that will, in combination seek to achieve the targets of the Council (primarily to address things found in the SWOT)

1.5 Each of these areas were cross-checked to ensure consistency. The underlying analysis and emerging vision, priorities and actions were developed through an iterative process, involving Members and Officers (see Consultation section below for more details).

Performance Management

1.6 Alongside the development of the Corporate Plan document attached in Appendix A, is the identification of key performance indicators (KPIs) and success criteria for each of the actions that will form the basis of the performance management of the Corporate Plan. Draft KPIs and success criteria have been proposed and will be developed and agreed via the appropriate Overview and Scrutiny Committees and the Cabinet.

1.7 Performance against the success criteria will be managed via ongoing, active performance management, which will include quarterly reports to Overview and Scrutiny Committees and Cabinet. In addition, there will be an annual performance report, which will be further considered by Cabinet.

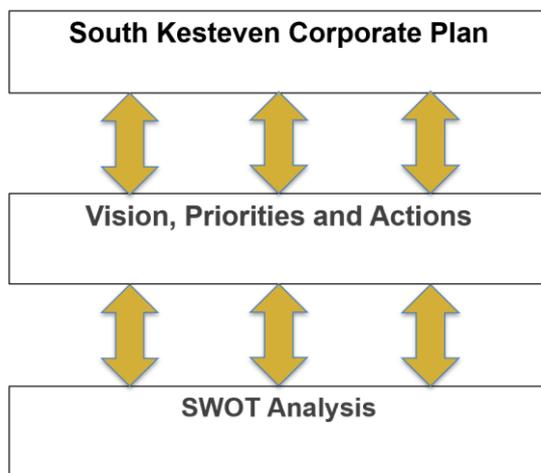
1.8 A 'golden thread' approach to the delivery of the Corporate Plan will be embedded – ensuring there is a clear link between activity at all levels and the Corporate Plan. To support this the following will be developed:

- **Service Plans** – setting out how each service will contribute to the delivery of SKDC's vision and priorities. These will also include KPIs and success criteria and be monitored by Senior Officers and Cabinet Members.
- **Individual Performance Appraisals** – setting out how each individual contributes to the achievement of SKDC's vision and priorities. These will be monitored by Heads of Service.

Annual Performance Review and Refresh

- 1.9 An annual performance review will take place in May every year which will encompass a full review of SKDC's performance against the Corporate Plan. As part of the annual performance review the Corporate Plan and SWOT will be reviewed and refreshed in light of activities and changes to the external environment. Therefore, the review may lead to changes in priorities, actions, KPIs and success criteria. It should be noted that any changes will require approval by the Cabinet.
- 1.10 The 'golden thread' approach, showing the interaction between the performance management of the Corporate Plan, SWOT and annual performance review is shown in the diagram below.

Diagram 1: Showing the golden thread through the Corporate Plan



Development of the Vision and Priorities

- 1.11 Following consultation with the Leader, Cabinet Members and wider Council Members a draft vision was developed for South Kesteven to *“Be the best district in which to live, work and visit.”* Analysis of the SWOT led to the development of a number of priority areas, which following further consultation with Cabinet Members were developed into the following 5 key priorities:
- Growth and our Economy
 - Housing that Meets the Needs of all Residents
 - Healthy and Strong Communities
 - A Clean and Sustainable Environment
 - A High Performing Council

2 Consultation and Feedback Received, Including Overview and Scrutiny

- 2.1 The initial SWOT analysis was developed in April 2020 and several iterations were circulated through the Corporate Management Team and the Cabinet for feedback, additions and refinement of the elements contained. Alongside this the Covid-19 action plan was developed and these documents were integrated to provide an overall assessment of the District.
- 2.2 Once priorities and actions had been initially developed, these were refined through a number of workshops, which all Members were invited to attend, in early July 2020. The feedback from Members led to changes in the action plan and also confirmed the priority areas and vision.
- 2.3 For Members that were not able to attend the workshops, copies of the presentation and draft documentation was circulated to all Members on 9 July 2020.
- 2.4 The Corporate Plan 2020-23 was presented to Cabinet by the Leader of the Council on 8 September 2020, who approved the recommendation for the Plan to progress to Full Council. Several Cabinet Members commented in support of the Corporate Plan as being a clear, easy to read document that set out the priorities of the Council for the next three years. Cabinet Members were also asked to note the commitment to embedding a performance management 'golden thread' and the need to continue to manage finances effectively to enable SKDC to deliver its priorities in the context of reducing resources.

3 Available Options Considered

- 3.1 Alternative options considered and rejected are as follows:
- Do nothing – continue without a Corporate Plan – allocations within the annual budget would effectively set the strategy; there would be limited links to objectives, success criteria and performance targets.
 - Do minimum – develop an annual plan / business plan – this was rejected as it would inhibit long-term planning and focus more on deliverable activity in a single year, rather than any strategic goals.
 - Develop a single integrated Corporate Plan and Medium Term Financial Strategy – this was rejected due to the need for a revised budget mid-year due to Covid-19. Additionally, these documents are generally created separately in local authorities, the Corporate Plan sets the framework in which subsequent budgets are set.

4 Preferred Option

- 4.1 The preferred option is to adopt the Corporate Plan as set out at Appendix A, with targets reviewed and reset as part of an annual review process. More operational targets will be measured on an ongoing basis throughout the duration of the Plan.

5 Reasons for the Recommendation(s)

- 5.1 The Corporate Plan will give a strategic framework for operational and medium term financial planning and provide a clear direction for the Council. This provides a clear view of what the Council is delivering for the public, residents, businesses, key stakeholders and for our own staff.

6 Next Steps – Communication and Implementation of the Decision

- 6.1 If supported by the Cabinet, the Corporate Plan will be presented to full Council on 1 October 2020 for approval and, if supported, will be published thereafter. Targets will be measured on an ongoing basis and subject to annual review.

7 Financial Implications

- 7.1 The Corporate Plan sets out the strategic framework in which the medium term financial planning will directly support. Budget setting will focus primarily on ensuring that the actions set out in the Plan are adequately resourced in order to ensure they can be delivered. The adoption of the Plan will enable the Council to retain its focus on agreed actions and finite resources can be deployed accordingly providing a clear alignment between the Corporate Plan and the supporting Medium Term Financial Plan. It is accepted that resources are likely to be more challenging in the medium term and in that scenario a revision of specific targets may be necessary.

Financial Implications reviewed by: Richard Wyles, Interim Director of Finance

8 Legal and Governance Implications

- 8.1 A Corporate Plan which sets out the delivery ambitions of the Council is to be welcomed in terms of good corporate governance and accountability to the public, who will be able to see how the Council intends to deliver services and can be held to account for its performance against the Corporate Plan.

Legal Implications reviewed by: Shahin Ismail, Director of Law and governance

9 Equality and Safeguarding Implications

- 9.1 An equality assessment has been carried out and is presented in Appendix B.

10 Risk and Mitigation

- 10.1 Due to the strategic nature of the Corporate Plan, the core risks should align with the Corporate Risk Register. The periodic review of these documents should ensure that they remain aligned.

11 Community Safety Implications

- 11.1 There are no direct community safety implications in this report.

12 How will the recommendations support South Kesteven District Council's declaration of a climate emergency?

- 12.1 The approach recommended retains 'A Clean and Sustainable Environment' as one of five key themes through the draft Corporate Plan. This is to ensure that the environmental impact or carbon reduction and general sustainability is fully considered in all decisions.

Carbon implications reviewed by: Serena Brown, Sustainability & Climate Change Officer

13 Other Implications (where significant)

- 13.1 All significant implications are highlighted above.

14 Appendices

Appendix A – Draft Corporate Plan

Appendix B – Equality Impact Assessment

Report Timeline:	Date of Publication on Forward Plan (if required)	11 August 2020
	Previously Considered by:	Not applicable
	Final Decision date	1 October 2020