

**Cherwell District Council**  
**Overview and Scrutiny Committee**

**10 January 2017**

<b>Development of Corporate Business Plan, Priorities and Pledges 2017/18</b>
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**Report of Director - Strategy and Commissioning**

This report is public

**Purpose of report**

The purpose of this report is to facilitate the development of the corporate business plan, its associated priorities and pledges for 2017/18.

The Overview and Scrutiny Committee is invited to consider, discuss and offer feedback upon the proposed priorities and pledges for 2017/18 in order to ensure a transparent and engaging whole Council approach to the development of the priorities, prior to consideration by Executive and Full Council in February 2017.

**1.0 Recommendations**

The meeting is recommended to:

- 1.1 consider the draft corporate priorities, outcomes and pledges for 2017/18
- 1.2 identify any areas to be discussed for referral to Executive in February 2017.

**2.0 Introduction**

2.1 Every good business has a business plan in place which sets out its direction of travel and plans for growth, and how it plans to invest its resources to achieve its ambitions.

2.2 As members who were in office prior to the elections in May 2016 will be aware, at Cherwell District Council we combine the principles of private sector best practice in this area, with the need to provide transparency in the way in which we invest tax payers' money and other sources of external funding to achieve better outcomes for our District. Our business plan, corporate priorities and pledges provide a tool through which we can be, and are, held to account, and our performance measured by our constituents and other key partners/stakeholders.

- 2.3 The business plan is an essential part of our internal governance arrangements, enabling us to evidence strong and effective corporate health and performance management. Not only does it align our financial resources to the delivery of key outcomes for the benefit of our business community and residents, but it also provides a framework through which we can ensure that our staff understand the part they play in helping to make a difference to our District, and putting Cherwell District Council on the map as a forwarding thinking, visionary, and dynamic Council, as already evidenced through the awards that we have been shortlisted for and won.
- 2.4 Once the corporate business plan, priorities and pledges are set by Full Council they are used to develop local service plans and set the performance objectives of every employee in the Council for the year ahead ensuring that our staff spend their productivity time on the things that matter most, and will ultimately make a positive difference.
- 2.5 Progress against the corporate business plan is measured with management reports received by the Joint Management Team, Overview and Scrutiny Committee and Executive. This enables us to collectively monitor progress and ensure that we remain on track to deliver the things that we set out to achieve at the beginning of the performance year.
- 2.6 The draft corporate priorities and pledges for 2017/18 have, so far, been developed with full contribution from the Executive. The Overview and Scrutiny Committee is now invited to make its contribution.

### **3.0 Report Details**

#### **3.1 Strategic Priorities, Pledges and Outcomes for 2017/18**

- 3.2 We are not a Council that wants to be all things to all people and takes on more than it can sensibly manage or afford. We are a Council that listens to our constituents and stakeholders; we are a Council that is committed to financial sustainability and growth; we are a Council prepared to make difficult decisions to that end, and we are a Council that prides itself on doing the things we do well. For the time being, these principles are serving us well.
- 3.3 For the year ahead we are not proposing to change the four current strategic priorities. Consequently it is recommended that the four strategic priorities for 2017/18 should be:
- District of Opportunity
  - Safe, Green, Clean
  - A Thriving Community
  - Sound Budgets and Customer Focused Council
- 3.4 Appendix A is a draft of the refreshed business plan. This has been developed following discussions between Executive and Joint Management Team. It sets out how the strategic priorities will be managed via a set of more specific outcomes which in turn can be monitored and managed through key milestones and performance measures.

- 3.5 The measures and milestones in the plan will form the basis of the performance reporting of the business plan which is reviewed by Overview and Scrutiny on a quarterly basis.
- 3.6 The annual customer satisfaction survey results and feedback from 2016 have also been taken into account and used in the development process.
- 3.7 Following the review of the plan by Overview and Scrutiny, it will be considered by Executive, along with the feedback from this Committee, in February for recommendation to Full Council.

#### **4.0 Conclusion and Reasons for Recommendations**

- 4.1 A corporate business plan is an essential part of good corporate governance, providing both a statement to stakeholders, partners and constituents. It also provides important links between the strategic objectives and what our staff deliver for us on a day to day basis.
- 4.2 It is important to ensure that a transparent and engaging approach is adopted to the development of the corporate priorities and pledges to ensure whole Council agreement to the direction of travel for the Council and our District for the year ahead.

#### **5.0 Consultation**

- 5.1 The results of the 2016 annual customer satisfaction survey have informed the development of the corporate business plan; particularly the questions asking residents to prioritise services.
- 5.2 The Overview and Scrutiny Committee is now invited to help shape and influence the proposed priorities and key outcomes for the year ahead prior to consideration by Executive and Full Council in February 2017.
- 5.3 The process of developing the corporate business plan is complemented by an equally inclusive approach to the development of the proposed Council budget for 2017/18, for which separate consultation arrangements are put in place.

#### **6.0 Alternative Options and Reasons for Rejection**

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.
- 6.2 There are no alternative options as the Committee is being invited to consider and comment on the contents of Appendix 1 as part of a whole Council approach to the development of the corporate priorities and pledges for 2017/18.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 Financial implications – The draft budget will be out for consultation and closes in February 2017.

Comments checked by:

Paul Sutton, Chief Finance Officer

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### **Legal Implications**

- 7.2 There are no legal issues arising from this report.

Comments checked by:

Kevin Lane, Head of Law and Governance

0300 0030107 [kevin.lane@cherwellandsouthnorthants.gov.uk](mailto:kevin.lane@cherwellandsouthnorthants.gov.uk)

### **Risk Implications**

- 7.3 There are no risks arising directly from this report or the proposed priorities and pledges. Once the Council has agreed the business plan for 2017/18 (and associated priorities and pledges) all managers will be required to identify and manage any risks associated with delivering the business plan in accordance with the Council's corporate performance and risk management framework. All risks are logged on the corporate risk register and reported quarterly to the Audit Committee as part of the service planning cycle.

Comments checked by:

Ed Bailey, Corporate Performance Manager

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## **8.0 Decision Information**

### **Wards Affected**

All

### **Links to Corporate Plan and Policy Framework**

This report and associated appendix represents the development of the actual corporate plan for 2017/18. It sets the direction of travel for the Council and provides a measure through which all of the Council's resources are managed. The business plan and pledges are measures through which the Council can be held accountable to its constituents for delivering better outcomes for the District, informed by the annual customer satisfaction survey.

### **Lead Councillor**

Councillor Barry Wood

Leader of the Council

## Document Information

<b>Appendix No</b>	<b>Title</b>
A	Draft Cherwell District Council Business Plan 2017/18 refresh
<b>Background Papers</b>	
None	
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