

Report to: **Executive**
Date: **8 July 2021**
Title: **Corporate Strategy Development**
Portfolio Area: **Council – Leader Cllr Judy Pearce**

Wards Affected: **All**
Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken: **Upon the expiry of the Scrutiny Call-in period (5.00pm on Monday, 19 July)**

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RECOMMENDATIONS:

That the Executive RECOMMEND that Council:

- 1) Instruct officers to commence a formal public consultation exercise on the draft strategy in line with the adopted Community Consultation and Engagement Strategy; and**
- 2) Instruct the Chief Executive and the Director of Governance and Assurance to develop delivery plans for the Strategy, for consideration by Executive alongside the final Strategy at its meeting on 16 September 2021 before their onward consideration by Full Council on 23 September 2021.**

1. Executive summary

- 1.1 The Council adopted its corporate strategy on 17 May 2018 prior to the end of the previous administration. As a result of the pandemic the context and landscape within which we now operate has fundamentally changed.
- 1.2 Whilst elements of the strategy clearly remain relevant and vitally important moving forward, the recovery and renewal planning process, which has involved extensive consultation and

engagement with the wider membership, has identified new emerging challenges, priorities and opportunities.

- 1.3 At its meeting on the 22nd April 2021, the Executive resolved to instruct the Chief Executive and Director of Governance and Assurance to develop a new Corporate Strategy for the Council (Minute E.86/20 refers).
- 1.4 This report sets out the draft Corporate Strategy and timeline for the next steps, with a view to adopting the final strategy in September 2021.

2. Background

- 2.1 In recognition of the potential wide ranging and long lasting impacts of the COVID-19 Pandemic, in early 2020 Members undertook to develop a Recovery and Renewal Plan.
- 2.2 The development of the plan was thorough and inclusive and included a sequence of full member workshops. In order to ensure that the whole membership was engaged with the process and had an opportunity to input, formal reports were also taken to the joint Development Management and Overview and Scrutiny meeting on 4 June 2020 (OSDM.5/20) and 3 September 2020 (OSDM.11/20) and the Executive and ultimately to full Council for adoption on 17 December 2020 (Council Minute CM 27/20 refers)
- 2.3 The development of the plan, by its very nature, identified issues that were directly and indirectly related to the impacts of the pandemic. With the ideas generated by Members covering the full range of Council activity and influence.
- 2.4 In view of this, and prior to adoption, the actions and ideas put forward by Members were collected and triaged into the most appropriate vehicle for development and/or delivery. In the majority of cases this was either the Recovery and Renewal Plan itself or the emerging Climate Change and Biodiversity or Housing Strategies. The report, and appendices, to Council on December 17th sets this process out in more detail (Council Minute CM 27/20).
- 2.5 In terms of the strategic context, the Council adopted the Plymouth and South West Devon Joint Local Plan (JLP) on 21 March 2019. The JLP establishes an over-arching strategic framework for sustainable growth and the management of

change. It provides the statutory development plan for the three partner authorities.

- 2.6 The strategic objectives of the JLP which include meeting the need for new homes, jobs and services, will be key inputs to the new corporate strategy.
- 2.7 As well as articulating the Council's vision and ambitions for the longer-term, it is essential not only that the new strategy contains specific, measurable and time bound targets covering the short-term (next 3 years), but we put in place the skills and resources necessary to ensure these actions can be delivered.
- 2.8 Bearing this in mind a series of reports identifying one-off expenditure to fund specific actions and activities within the emerging corporate strategy have been considered and approved by Council over the past few months. These were detailed in the report to Executive on 22 April 2021.

3. Outcomes

- 3.1 The development and adoption of a new corporate strategy will ensure that Council resources are aligned in order to secure the efficient and effective delivery of the ambition and priorities set by Members.

4. Development of the new Corporate Strategy

- 4.1 The draft Corporate Strategy sets out a vision for the future with key deliverables that will help the Council to realise that vision.
- 4.2 There has been extensive and inclusive engagement with the full membership as set out in the report to Executive on 22nd April 2021. The key inputs to the new corporate strategy have enabled Executive Members to develop and refine the priorities and draft themes for the strategy.
- 4.3 The high level theme areas and emerging vision for the Council were set out at an all Member briefing on 17 June 2021. There was overall broad support for the draft strategy themes and areas of focus which has enabled the development of the draft corporate strategy as set out in Appendix A.

- 4.4 Officers have already commenced engagement with residents, businesses and visitors being asked their views on South Hams as a place to live, work and visit.
- 4.5 One adopted in draft, we can build on this initial engagement with Officers and Members commencing a formal consultation on the strategy. The consultation will consist of a series of online polls and questionnaires, briefing notes for Members to enable them to engage with their Town and Parish Councils and discussions with residents, businesses and visitors to understand what their hopes and concerns are for the future.
- 4.6 Executive Members and Officers will also engage in conversations with key partners in order to ensure that the South Hams Corporate Strategy supports partner ambitions.
- 4.7 The formal consultation will run for at least 6 weeks from 19th July and inform the final strategy and detailed delivery plans for adoption in by Council in September 2021.

5. Proposed Way Forward

- 5.1 This report sets out the draft corporate strategy for the Council. It is proposed that the Executive consider the draft strategy and recommend to Council that officers commence formal consultation.
- 5.2 In addition, it is recommended that Council instruct officers to commence development of delivery plans for the Strategy which will be considered in September 2021.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Corporate Strategy is one of the plans and policies that comprise the Council's Policy Framework. Consequently, decisions to approve, adopt or amend the Corporate Strategy and themes are decisions of the Full Council.

Financial implications to include reference to value for money		<p>There are no direct financial implications arising from this report.</p> <p>The Council will seek to align the Council's corporate strategy (what we plan to do) to the Council's medium-term financial strategy (how we plan to resource it).</p>
Risk		<p>The key risk relates to the need to have an up to date corporate strategy that reflects the Council's future plans and is suitably resourced. These risks are managed through the process detailed in this report.</p>
Supporting Corporate Strategy		<p>Supports all existing six corporate themes.</p>
Climate Change - Carbon / Biodiversity Impact		<p>There are no direct impacts on climate change and biodiversity however tackling these issues are considered to be central to the development of the new plan.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		<p>No direct implications.</p>
Safeguarding		<p>No direct implications.</p>
Community Safety, Crime and Disorder		<p>No direct implications</p>
Health, Safety and Wellbeing		<p>No direct implications</p>
Other implications		<p>No direct implications</p>

Appendices:

Appendix 1: Draft Corporate Strategy

Background Documents: