

CABINET – 11TH JANUARY 2024

Report of the Chief Executive

Part A

CORPORATE STRATEGY 2024 - 2028

Purpose of Report

This report is to present the Corporate Strategy for 2024 – 2028.

Recommendations

1. That the new Corporate Strategy 2024-2028, attached at the annex to this report, be approved and **recommended to Council**.
2. That delegated authority be given to the Chief Executive, in consultation with the Leader, to make minor amendments to the Strategy.
3. That delegated authority is given to the Chief Executive, in consultation with the Leader, to design the final document for publication.

Reasons

1. To enable the draft Corporate Strategy to set out the direction for the council for the period 2024-2028.
2. To allow minor corrections and amendments to be made in a timely manner prior to publication.
3. To ensure that the designed version of the Corporate Strategy can be developed for public circulation.

Policy Justification and Previous Decisions

In February 2020 Cabinet agreed its Corporate Strategy for 2020-2024, setting out the direction of the Council for that 4 year period. This strategy has been tracked and reported through the Council's performance management framework and Committee structure.

As the Strategy reaches its natural end a new Corporate Strategy has been developed for the period 2024-2028.

Implementation Timetable including Future Decisions and Scrutiny

The Corporate Strategy will be submitted to Council on 26th February 2024. If approved it will be published and made available to the public and staff from the commencement of the new financial year. A communications plan will be developed to ensure that all staff are aware of the new strategy and their role in ensuring its successful delivery.

To support the delivery of the Corporate Strategy an annual Corporate Delivery Plan will be compiled which will set out both the activities that services will undertake to deliver the objectives and the key corporate indicators that will be used to monitor progress. It is anticipated that the Corporate Delivery Plan will be submitted to Cabinet for approval on 7th March 2024.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no direct financial implications arising from this report.

Any costs involved in meeting the Corporate Strategy objectives will be met from within the overall approved Revenue Budget and financial strategy.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Failure to deliver activities within the Corporate Strategy	Likely (3)	Serious (3)	Moderate (9)	The Corporate Strategy will be part of the Corporate Performance Management Framework and will be monitored through the annual business planning and quarterly performance management processes
Actual funding levels from Central Government are lower than estimated in the financial strategy over the life of the Corporate Plan	Likely (3)	Serious (3)	Moderate (9)	Regular monitoring of budgets and movement of resources to ensure priority activities are fully funded.

Equality and Diversity

An Equality Impact Assessment has been undertaken to consider the overall impact on our communities. As the Corporate Strategy is focussing on both those areas that residents have identified as priorities and those areas that the Council recognises as

requiring additional support, the plan should be beneficial for many of those within the community who need assistance from the Council.

The Corporate Strategy sets out at a high level what the Council intends to do over the next 4 years (2024 - 2028) and at this level the overall impact can be considered to be positive. However, it is important that as specific initiatives are undertaken to deliver the strategy that where appropriate they are assessed individually to ensure that the Council complies with its statutory duty to give due regard to the need to;

- Eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance Equality of Opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not
- Encourage participation by disabled people in public life and take account of disabled people's disabilities, even when that involves treating disabled people more favourably

In addition a version of the Corporate Strategy will be available which is easier to read for those residents who may have visual impairments and translated into other languages if required.

Crime and Disorder

The Corporate Strategy specifically references crime and disorder within the Homes and Communities theme.

Sustainability

The Corporate Strategy has a strong commitment to sustainability, specifically within the Environment and Climate Change theme.

Key Decision: Yes

Background Papers: Equality Impact Assessment

Officers to contact:

Rob Mitchell
Chief Executive
Tel 01509 634600
rob.mitchell@charnwood.gov.uk

Helen Gretton
Head of Transformation, Strategy and Performance
01509 634556
helen.gretton@charnwood.gov.uk

Part B

Background

1. The current Corporate Strategy for 2020-2024 was approved in February 2020 and has set out the Council's aims and priorities for the past 4 years.
2. As the strategy reaches its natural end in 2024 a new Corporate Strategy has been developed for the period 2024-2028.

Proposals

3. A new Corporate Strategy has been developed over the past few months which outlines the direction for the Council for the period 2024-2028.
4. In compiling the document the Senior Leadership Team have ensured that the views of Cabinet, residents and staff have been considered.

Development of the Corporate Strategy

5. A residents' survey commenced on the 5th July 2023 and was conducted throughout July and August 2023.
6. The survey asked residents for their feedback on which services they valued, where they had concerns and their satisfaction with services.
7. The areas which residents outlined as valuing the most have been fed into the Corporate Strategy and these links are outlined in more detail in the table below.

Residents Feedback	How this is addressed in the draft Corporate Plan
Top priority – feeling safe in my home and the local area	Within the Homes and Communities theme
Second priority – the cleanliness and tidiness of my local area	Within the Environment and Climate Change theme
Third priority – my rubbish collected on a regular and reliable basis	Within the Environment and Climate Change theme

8. The priorities of Cabinet have been identified through reviewing their manifesto and informal consultation with Cabinet members.
9. In addition, workshops were held with the Senior Leadership Team, the Corporate Leadership Team and other managers from across the organisation. The output from these workshops was collated and fed into the plan and a set of themes that reflected common areas have been developed.

10. In addition, open sessions were held where any staff could attend, in total 20 staff inputted into the Strategy in this way. An online feedback mechanism was also established which was promoted to all staff.
11. The content of the Corporate Strategy was further refined to produce the objectives and initiatives described for each theme.
12. The draft Strategy was presented to Scrutiny Commission at its meeting on 8th January 2024.
13. An annual Corporate Delivery Plan will be developed which will support the delivery of the Corporate Strategy. The Corporate Delivery Plan will be submitted to Cabinet for approval on 7th March 2024.

Appendix

Appendix 1 - Draft Corporate Strategy 2024-2028

Appendix 2 – Equalities Impact Assessment