



Committee report

Committee **FULL COUNCIL**

Date **18 OCTOBER 2017**

Title **OUR ISLAND | OUR VISION
CORPORATE PLAN 2017-2020**

Report to: **THE LEADER OF THE COUNCIL AND CABINET MEMBER FOR
STRATEGIC PARTNERSHIPS**

EXECUTIVE SUMMARY

1. This report sets out the vision and aspirations of the council's administration, in a proposed new corporate plan for the organisation. The plan looks over the longer term to the activities and developments that will create an Island that is, "an inspiring place in which to grow up, work, live and visit". It also considers, in the context of the medium term financial strategy, what the council needs to do so that it can remain financially sustainable. The plan establishes the short term activities and measures that will underpin the council's pursuit of its goal. Members are asked to consider the recommendations of the Cabinet in approving the Corporate Plan.

BACKGROUND

2. Full Council at its meeting of 19 March 2014 approved the current corporate plan. This set out the council's vision and strategic priorities for the life of the Council between 2014 and 2017. The vision and priorities were further refreshed in light of the medium term budget strategy for 2015/16 – 2016/17 and was approved at the full Council meeting held on 25 February 2015.
3. Following the local government elections in May 2017 and the appointment of a new administration, it is important that the council has a new corporate plan to reflect the aspirations and desires of its political leadership. A new corporate plan also needs to give due regard to; the needs of the Island and its many and varied communities and, the needs of the organisation to achieve financial sustainability and improve its overall effectiveness in meeting the community's needs.
4. A corporate plan provides a framework for decision making, which ensures that available resources are allocated to meet the priority needs of our communities and what matters most to the Island. Having a clear vision for the future, aligned with strategic priorities and activities, also provides a framework for performance managing the effectiveness of the organisation as a whole but also of individual services. This in turn allows for good and effective scrutiny of both decisions and

performance, ensuring a constant aligned with the council's desired vision and outcomes.

5. It is clear the Island has many opportunities to overcome the challenges it faces and with this in mind, the administration has set out its vision for, "the Isle of Wight to be an inspiring place in which to grow up, work, live and visit". This vision is underpinned by the administration's commitments to the Isle of Wight, on which the new corporate plan has been prepared. These are:
 - Creating opportunities for all
 - Delivering economic growth and prosperity
 - Preserving our environment
 - Planning for our future needs
 - Protecting our community
 - Providing sound financial management

6. The success of the council in delivering this vision for the Isle of Wight will be judged against twelve outcomes the administration is seeking to deliver for the Island and the council. These outcomes will underpin the allocation of resources and the activity undertaken by the council. Given the fluid nature of the plan, some will, out of necessity, be more important than others, depending on the prevailing environment in which the council must deliver its services. The outcomes for this first plan are shown below:
 - A financially balanced and stable council
 - Business have confidence to invest in the Isle of Wight
 - Vulnerable people are supported and protected
 - All young people have the best start in life so they can fulfil their potential
 - People have a place to call home and can live with independence
 - People take responsibility for their own health and well-being
 - A well-educated and skilled community
 - The Isle of Wight is a leading UK visitor destination
 - Outstanding digital and transport connectivity
 - The community feel safe and the Island is resilient
 - The environment and unique Island characteristics are celebrated
 - Community needs are met by the best public services possible

7. The corporate plan is underpinned by a number of aligned and more detailed strategies and plans that translate the vision, desired outcomes and priorities into robust, outcome focussed delivery actions.

8. Underpinning the new corporate plan is an agreed set of performance indicators that will provide the means by which to measure the success of the council's stated ambitions for the Island's communities. These will be reported upon through quarterly performance reports to Cabinet and which will also be available to the Scrutiny Committee for their review and challenge in assisting the council on its improvement journey.

9. The Cabinet is due to consider the Corporate Plan at its meeting of 12 October. It may propose amendments to the current proposed plan, for the consideration of the Full Council. Any proposed amendments will be circulated following the Cabinet meeting.

STRATEGIC CONTEXT

10. This report introduces a new corporate plan with its associated priorities, for consideration and adoption. If agreed, these will determine a ten year focus to the council's plans but with short term activities and metrics consistent with its longer term aspirations. This framework will inform the allocation of the council's resources in meeting the needs of the community.

CONSULTATION

11. The plan has essentially been prepared by the council's administration in consultation with Directors, senior officers and leadership development cohort. It has taken into account the environment in which the council must provide its services as described by a number data sets, for example the public health outcomes framework, office of national statistics economic data and the adult social care outcomes framework.

FINANCIAL / BUDGET IMPLICATIONS

12. There are no specific financial implications for the council in approving the corporate plan. The plan must be considered as a partner document to the medium term financial strategy and has, therefore, been written to align with it and be delivered within currently available resources.

LEGAL IMPLICATIONS

13. There is no legal requirement for the council to adopt a corporate plan. However, such a plan provides the necessary framework and context upon which the council can direct its decision making and significantly contributes to robust corporate governance arrangements.

EQUALITY AND DIVERSITY

14. The council as a public body is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In the adoption of the plan, it is not considered that there would be any negative impacts on any of the protected characteristics although in the delivery of individual strategies and action plans that underpin the corporate plan, equality impact assessments will be undertaken.

OPTIONS

15. Option 1 To approve the corporate plan as set out at Appendix A.
- Option 2 To propose and approve amendments to the corporate plan as set out at Appendix A.
- Option 3 To not approve the corporate plan as set out at appendix A.
- Option 4 To agree to any amendments to the Corporate Plan as recommended by the Cabinet meeting of 12 October.

RISK MANAGEMENT

16. Failure to approve a corporate plan for the council will mean that there will be a lack of clear direction and priorities upon which decision making can be directed and resources allocated. It will also mean that the council is less likely to secure improvements for the Island's communities, fail to respond to the needs of its residents and severely impact on the council's reputation.
17. Without a corporate plan there is a risk that key stakeholders and especially the public will be unclear about the council's aspirations and goals for the Island and may therefore be unwilling to commit their time and energy to working with the council for the betterment of the community. This would prove particularly challenging as the council looks to attract new inward investors to stimulate the economy and work more closely with its partners on, for example, the integration of health and social care.

EVALUATION

18. The council's current plan will expire this year. The new administration has set out its priorities for the term of council and the corporate plan has been developed to reflect these priorities. The corporate plan provides a clear strategic framework upon which available resources can be directed to agreed priorities for action that our communities and staff can understand and articulate. It also provides the basis for effective decision making, action plans and delivery, clear performance and risk management that contribute to ensuring successful delivery of outcomes.
19. A corporate plan is only the starting point in an effective performance management and scrutiny framework. All other plans the council develops on its own, or with partners, need to align with and underpin the corporate plan. It therefore should be the basis for service, team and individual plans for each member of staff. It therefore provides the basis for the continuity or 'golden thread' that should be consistent across all of the council's planned activities.

RECOMMENDATION

20. Option 1 - To approve the corporate plan as set out at Appendix A; INCLUDING Option 4 – Any amendments to the Corporate Plan as recommended by the Cabinet meeting of 12 October.

APPENDICES ATTACHED

21. [Appendix A](#): Draft Corporate Plan 2017-2020

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