



## Committee report

Committee	<b>FULL COUNCIL</b>
Date	<b>24 JULY 2019</b>
Title	<b>CORPORATE PLAN</b>
Report of	<b>LEADER OF THE COUNCIL</b>

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### EXECUTIVE SUMMARY

1. This report sets out the vision and aspirations of the council's administration in a revised corporate plan. 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 short term activities and measures that will underpin the council's pursuit of its vision. Members are asked to consider the recommendations of the Cabinet in approval of the corporate plan.

### BACKGROUND

2. Full council at its meeting of 18 October 2017 approved the current corporate plan. This set out the council's vision and strategic priorities for 2017-2020. It is important that the council has a corporate plan to reflect the aspirations and desires of its political leadership; and the corporate plan needs to give due regard to the needs of the Island and its many and varied communities as well as the needs of the organisation to achieve financial sustainability and improve its overall effectiveness in meeting the community's needs.
3. The 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 managing the effectiveness of the organisation as a whole and individual services. This in turn allows for good and effective scrutiny of both decisions and performance.
4. The Island has many challenges to face, and it has the ability to overcome these challenges and for this reason, the corporate plan continues with the already approved vision for the "Isle of Wight to be an inspiring place in which to grow up, work, live and visit". This vision continues to be underpinned by the administration's commitments to the Isle of Wight which are:

- Providing sound financial management;
  - Delivering economic growth and prosperity; preserve our environment,
  - Protecting our community;
  - Planning for our future needs;
5. The success of the council in delivering the vision for the Isle of Wight will be judged against the twelve outcomes that were set out in 2017 and continue to be the outcomes included within the revised corporate plan. These outcomes 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 upon the prevailing environment in which the council must deliver services. The outcomes are:
- A financially balanced and stable council
  - Businesses 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 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
6. The corporate plan sets out the strategic priorities for the council and are 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 plans. More importantly, delivery of the priorities will require collaboration between services across the council.
7. The corporate plan includes 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 the quarterly performance reports to Cabinet and which will also be available to the Corporate Scrutiny Committee for their review and challenge in assisting the council on its improvement journey.

## STRATEGIC CONTEXT

8. This report introduces a review of the corporate plan with its associated priorities, for consideration and adoption. If agreed, these will determine a ten-year focus for the council's plans with accompanying short-term activities and metrics consisted with its longer-term aspirations. This framework will inform the allocation of the council's resources.

## CONSULTATION

9. The plan has been prepared by the council's administration in consultation with Directors and senior officers. It has taken into account the environment within

which the council must provide its services as described by a number of data sets, for example, the public health outcomes framework, adult social care outcomes framework and Office for National Statistics data on population, economy and deprivation.

### FINANCIAL / BUDGET IMPLICATIONS

10. 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 therefore has been written to align with it and be delivered within currently available resources.

### LEGAL IMPLICATIONS

11. 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

12. 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 where necessary.

### OPTIONS

13. Option 1 – To approve the corporate plan as set out in Appendix A and recommend its adoption by Full Council, subject to any amendments proposed by cabinet.

Option 2 – To propose and approve amendments to the corporate plan as set out at Appendix A and recommend its adoption by Full Council.

Option 3 – To not approve the corporate plan as set out at Appendix A.

### RISK MANAGEMENT

14. 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 this will severely impact upon the council's reputation.

15. 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 investment to stimulate the economy and work more closely with its partners on, for example, the integration of health and social care.

## EVALUATION

16. It is appropriate to review the current corporate plan at this time to ensure that it is reflective of the administration's priorities for the council. 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.
17. The 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 its partners, need to align and underpin the corporate plan. It therefore should be the basis for service, team and individual plans for each member of staff.

## RECOMMENDATION

18. Option 1 – To approve the corporate plan as set out in Appendix A and recommend its adoption by Full Council, subject to any amendments proposed by cabinet.

## APPENDICES ATTACHED

19. [Appendix A: Draft Corporate Plan 2019-2022](#)

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