



**REPORT of  
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

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**to  
COUNCIL  
14 FEBRUARY 2019**

**CORPORATE PLAN 2019 - 23**

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to seek Council's approval of the proposed Corporate Plan (2019 - 23).

**2. RECOMMENDATIONS**

- (i) that the proposed Corporate Plan (2019 - 23) attached as **APPENDIX 1** be approved; and
- (ii) that subject to (i) above, section 4 of the existing committee report template be amended to read 'Impact on Strategic Themes' from the beginning of the new municipal year.

**3. SUMMARY OF KEY ISSUES**

**3.1 Background**

- 3.1.1 The Corporate Plan is the Council's top-level strategy; it sets out the Elected Member policy which gives the strategic direction the Council will take and provides a framework for the delivery and resourcing of services.
- 3.1.2 A Corporate Plan covering the period 2015 - 2019 was approved and adopted by Council in February 2015 (Minute No. 828 refers). The proposed new Corporate Plan will cover the period 2019 - 23. Recognising that change can occur over the life of a plan, it is intended that the new Corporate Plan will be periodically reviewed to ensure that the Council remains focussed on securing a positive impact for residents, visitors and businesses, given the resources available.
- 3.1.3 The Council approved the Full Council Transformation Programme at its meeting of 9 August 2018. The purpose of the Full Council Transformation is to secure the future financial security of Maldon District Council (MDC), achieving the savings required in the Medium Term Financial Strategy as well as enhancing customer service, generating income and creating genuine channel shift. In the light of this fundamental transformation, the vision and the approach to strategic and corporate planning warrant change moving forward. The intention is that the new Corporate Plan moves from an activity-based focus, in terms of specifying what actions or key corporate

activities are to be undertaken. Instead an impact and outcome focussed approach is adopted, whereby long- and medium-term consequences that the Authority is striving to secure are outlined at the highest level.

3.1.4 To this end, three strategic themes have been identified, and upon endorsement of the proposed Corporate Plan, a thematic strategy will be shaped for each theme. The thematic strategies will interpret the Corporate Plan and provide the link into service plans, Council policy and project programmes. The thematic strategies will help inform the Council in prioritising and allocating resources, grant funding and capital expenditure, and will be supported by delivery programmes.

3.1.5 The Elected Member engagement and strategic policy steer provided have been instrumental and central to both the process of developing, and the content of, the proposed Corporate Plan.

## 3.2 **Areas for Decision / Action**

3.2.1 Approval is sought for the proposed Corporate Plan (2019 - 23), as detailed at **APPENDIX 1** to this report.

3.2.2 heralding the transformation that the Council is currently embracing and looking forward, a new corporate vision is proposed as the Council positions and reasserts itself; namely, “Sustainable Council – Prosperous Future”. The new vision affirms the Council, not only as one that can continue to provide essential services to local residents and businesses for the foreseeable future but, as an organisation that is a resilient, viable and autonomous.

3.2.3 The proposed Corporate Plan identifies three strategic themes where it is committed to making positive impacts; these themes are as follows:

- Place;
- Community; and
- Prosperity.

3.2.4 These outward facing strategic themes of Place, Community and Prosperity are underpinned by an organisational focus on:

- Performance and Value.

3.2.5 The proposed Corporate Plan headlines the impacts and outcomes that the Council intends to secure in relation to each of the three identified strategic themes and the supporting organisational theme.

## 4. **IMPACT ON CORPORATE GOALS**

4.1 To ensure that the Council is progressing towards or achieving its’ priorities, it is important that performance is monitored and managed against targets and milestones. A new range of indicators will be developed to measure the successful delivery of the new Corporate Plan 2019 - 23.

- 4.2 To ensure that it is being transparent and accountable to the community, the Council needs to be able to demonstrate that it is monitoring and managing performance effectively.
- 4.3 As outlined above, the proposed Corporate Plan identifies three strategic themes. It does not articulate corporate goals and, as such, it is recommended that section 5 (Impact on Corporate Goals) of the existing committee report template be amended to read 'Impact on Strategic Themes' from the beginning of the new municipal year, subject to Council approval of the proposed Corporate Plan.

## 5. IMPLICATIONS

- (i) **Impact on Customers** - Service planning and performance management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.
- (ii) **Impact on Equalities** – The Council aims to understand the needs of our staff and customers and making sure that our policies and services are designed to meet these needs and are implemented appropriately.

MDC is committed to providing equal opportunity of access to services and working towards developing communities that are free from discrimination.

Effective performance management will assist the Council in determining whether it is achieving this.

- (iii) **Impact on Risk** – Without agreed and clearly stated priorities, the Council will be at risk of not effectively focusing its work and, in turn, efficiently directing limited resources.

Those risks which may prevent the Council from achieving the priorities outlined in the Corporate Plan are identified and reviewed on an annual basis.

These are recorded on the Corporate Risk Register together with any current controls in place and further actions to be taken forward to mitigate the risks as much as possible.

The Corporate Leadership Team and the Audit Committee undertake quarterly reviews of the Corporate Risk Register as assurance that the corporate risks are being managed effectively and seeking to ensure that the corporate goals should be achieved.

- (iv) **Impact on Resources (financial and human)** - The service planning process includes the agreement of the budgets by Members. Service plans are based on the budget decisions taken and the resources available.
- (v) **Impact on the Environment** – The importance of protecting and enhancing the local environment is fully recognised in the proposed Corporate Plan with 'Place' being identified as one of the three, new corporate strategic themes.

Furthermore, the Strategy, Performance and Governance Directorate, alongside owning the strategic cycle, will be responsible for delivering the Local Development Plan as a core component of strategy and delivering a framework for the use of land in the District that delivers against the Corporate Plan.

Background Papers: None.

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