

Report To: County Council

Date of Meeting: 17 October 2017

Lead Member / Officer: Cllr Julian Thompson–Hill, Lead Member for Finance, Performance, and Strategic Assets / Alan Smith, Head of Business Improvement & Modernisation

Report Author: Nicola Kneale, Strategic Planning Team Manager

Title: Denbighshire County Council's Corporate Plan 2017–2022

1. What is the report about?

Denbighshire County Council's Corporate Plan 2017–2022.

2. What is the reason for making this report?

- 2.1 A decision is required to approve the final draft version of the Corporate Plan 2012–17 (attached at Appendix I to this report).
- 2.2 To provide Council with information about the Programme Board Structure to support delivery (Appendix II), and the Communication Strategy at Appendix III.

3. What are the Recommendations?

- 3.1 It is recommended that, subject to any agreed changes, that Members approve the final draft of the Corporate Plan 2012–17 to enable the document to be translated and published.
- 3.2 That the Committee confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix IV) as part of its consideration.

4. Report details

It is a statutory requirement that Local Authorities publish an Improvement Plan, and also Well-being Objectives. Denbighshire's Corporate Plan 2017–2022 serves both of these functions, but it's a vital document for us for a number of additional reasons:

- a. Agreeing and articulating our vision and ambition in this way helps us

communicate.

b. The corporate leadership that ensues as a result of having a Corporate Plan enables us to tackle cross-cutting goals, e.g. retaining young people.

4.2 The criteria for what makes a Priority is “something new that will make a significant different to our residents”. The key pledges we’ve committed to achieve in this plan are important because they either:

- a. Require significant capital / revenue funding: e.g. roads and new schools (but not everything requires extra funding);
- b. Require significant cultural / organisational change: e.g. the way we engage with communities, and/or
- c. Will impact across the whole county: e.g. 1000+ extra homes.

4.3 All other activity will be covered in our Corporate Portfolio.

4.4 The priorities outlined in this Corporate Plan have been arrived at via a thorough and clear process of evidence-gathering and analysis (Well-being Assessment) and in-depth consultation with our communities (County Conversation).

5. How does the decision contribute to the Corporate Priorities?

This decision will establish the Corporate Priorities for the Council term 2017–2022.

6. What will it cost and how will it affect other services?

6.1 The Corporate Plan 2012–17 includes a 5-year financial strategy which outlines the anticipated investment required to deliver the priorities.

7. What are the main conclusions of the Well-being Impact Assessment?

This impact assessment considers the impact of our approach and proposal to developing the next corporate plan. We have completed phases 1 and 2 of our county conversation and we have worked with the new Council to shape 5 priorities and the ambition for each.

Our Sustainable Development score tells us there is more scope to consider the relationship between the LDP (current and proposed, when it is developed) and the draft housing priority. We are confident the new corporate plan will deliver a plan for community resilience through, in part, maximising our assets. However, we feel that the focus of the draft priorities is over the medium term. We need to ensure

communities and stakeholders have continued opportunity to be involved in the development of the plan, and indeed in its implementation.

The proposed priorities are focussed on community resilience and will prompt alternative approaches to prevent problems from occurring.

Overall the impact on the 7 well-being goals is largely positive. We need more information to determine the impact on a more equal Wales, and crucially, what we can do to maximise a positive impact for people with protected characteristics. There are potentially negative consequences on some protected characteristics and these could be addressed and managed to avoid them occurring. We have found there to be a neutral impact on Welsh language and culture, but note that the Welsh Language Strategy underpins all that we do.

The corporate plan will be managed using programme management methodology. Scoping, business case development and detailed impact assessments will be required as part of this methodology.

8. What consultations have been carried out with Scrutiny and others?

- 8.1 Much consultation has been carried under the umbrella of County Conversation. The purpose was to – initially – establish the priorities, and then to test whether our interpretation of people’s views on ‘what should be a priority’ was correct. Consultees included the general public, partners, staff, Members, and Town & Community Councillors.
- 8.2 Once priorities were drafted, a series of workshops were held with staff from Denbighshire County Council and relevant partner organisations to generate ideas for how the priorities should be addressed.
- 8.3 The ideas that were generated have been developed with a cross-party group of Members with the support of some officers too, in order to reach consensus that the pledges to which we’ve committed are sufficiently ambitious but also realistic.
- 8.4 Upon adoption of this plan, it will be a priority to promote its content with our staff, delivering messages to them and Members about how they can contribute to delivery of the Plan. Staff will be informed via Linc (the new Intranet platform), Mohammed’s video message and via Denbighshire Today. The internal message to staff will also be included in all relevant staff briefing sessions both at service and at team level. A full overview of the plan will be discussed at the Denbighshire

leadership conference. The Strategic Planning team will ensure awareness of the Corporate Plan is a key requirement for services in their business planning.

- 8.5 The County Conversation work will continue throughout the life of the Corporate Plan, as outlined in the Communications Strategy in Appendix III. To launch the Corporate Plan the corporate website pages will be relaunched with a new page dedicated to each priority. All external communications will include a link back to these pages. Media releases will be issued once Council have approved the plan. Social media will be used to promote the adoption of the plan, including a focus on each priority over the course of a week. A brochure and summary leaflet will also be produced to help promote the detailed information. As each priority is developed further and successes are achieved the Corporate Plan Communications Strategy will be used to keep a focus on the plan.

9. Chief Finance Officer Statement

The Corporate Plan sets out the council's vision for the current term. It includes priorities and sets of proposed actions or ideas to help deliver them. Some of these require significant capital investment, others revenue funding and some may be delivered from within existing resources.

A financial strategy has been produced which sets out how the Plan might be funded. The total cost of the Plan has been estimated as £135m but this will change as the detail develops. Significant items within the Plan, such as the next band of school improvement proposals, assume contributions from Welsh Government to progress.

Based on the cost estimates drafted so far, the council's contribution could be around £71m, though around £25m of this would be assumed from the Housing Revenue Account. The remainder would have to be found from existing or additional council resources.

It is clear that additional funding will be required to support this level of investment and funding decisions will have to be agreed in conjunction with the council's wider budget strategy. Investment in Corporate Plan priorities will be mean less is available for other service areas. Budget decisions will become more difficult in the next few years so the Plan will need to be flexible enough to respond to financial challenges. No investment will be made without a clear, affordable business case having been agreed following the council's approval processes.

10. What risks are there and is there anything we can do to reduce them?

- 10.1 There are no obvious risks that are anticipated if we are successful in delivering these priorities.

- 10.2 There will be risks that could jeopardise delivery, and these will be considered and managed at programme board level once the Plan moves to its delivery phase.
- 10.3 The Corporate Risk Register will be reviewed in early 2018 in preparation for the new financial year, and this will include any risks associated with delivering the new Corporate Plan. The revised Risk Register will be presented to the Performance Scrutiny Committee in early 2018.

11. Power to make the Decision

Wales Programme for Government 2009

Well-being of Future Generations Act (Wales) 2015