

## CABINET

24 May 2022

### CORPORATE STRATEGY 2022-27

#### Report of the Leader of the Council

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/140422	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Lucy Stephenson Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy.	
Contact Officer(s):	Kevin Quinn, Head of Corporate Services	01572 758292 kquinn@rutland.gov.uk
Ward Councillors	N/A	

#### DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the contents of the proposed Corporate Strategy and strategic focus for the Council for the next five years.
2. Approves the Corporate Strategy 2022-27 for release for public consultation.
3. Delegates authority to the Chief Executive to make minor amendments to the Corporate Strategy, in consultation with the leader, following the period of public engagement.
4. Approves submission of the Corporate Strategy 2022-27, including any minor amendments following public engagement, to Full Council in July for approval.

#### 1 PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with a draft Corporate Strategy covering the period 2022-2027.

#### 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Corporate Strategy (CS) sets out the ambitions for the Council over the medium term, usually covering a period of 3-5 years, and the outcomes the Council aims to achieve during that time.

- 2.2 The CS is the Council's overarching strategic planning document and contains the high-level priority ambitions for the Council based on local needs, regional and national strategies.
- 2.3 The current CS runs until 2024, however there is a requirement to develop a new one due to several factors which include:
- 2.3.1 The lasting impact arising from the Pandemic and a need for Council priorities to reflect a new and more challenging landscape as a result, including the pressure on public finances.
- 2.3.2 The priorities within the existing CS were relatively short-term in nature and the key deliverables have already been achieved.
- 2.3.3 Work on a County Vision has been completed and this needed to be reflected in the commitments made by the Council.

### **3 CORPORATE STRATEGY 2022-27 – APPENDIX A**

#### Future Rutland Vision

- 3.1 The Future Rutland Vision (FRV) is a shared Vision for the County which reflects the aspirations of residents, captured following an extensive community engagement exercise.
- 3.2 The FRV, endorsed by Full Council on 21st March 2022, provides the main influence and structure for the new CS. The draft CS sets out how the Council will contribute to the aspirations contained within the FRV, outlined through a series of commitments against each of the four priority themes.

#### Content

- 3.3 Developing the content for the new CS involved:
- 3.3.1 Reviewing current and future Council strategies, policy and plans and reflecting on the existing commitments and requirements of the Council, including Government reforms and statutory changes.
- 3.3.2 Undertaking a series of interactive sessions with Councillors and staff with a focus on
- Defining a clear purpose and mission for the Council.
  - Establishing our organisational values and behaviours.
  - Developing clear commitments to our residents, with a focus on actions which fit within our financial priorities.
  - Understanding success and the relevant outcomes and performance measures.
- 3.3.3 Following this process all Councillors received a copy of the draft CS for further comment. A range of responses have been received and amendments subsequently made to the CS to address every comment raised by Councillors.

## Delivery

- 3.4 Within the CS we have outlined a delivery programme (pages 14-20) setting out the work that we plan to undertake in the first two years. It is important to note that the actions within the delivery programme include areas of statutory work and Government reform which the Council has no choice in delivering. Some aspects of this work remain unknown at this stage.
- 3.5 The delivery programme is underpinned by a Performance Framework and the process for how progress of the CS will be monitored is set out on page 22.
- 3.6 Whilst endorsement of the CS means the Council will work towards achieving it, there may be times when other factors, some outside of the Council's control, may impinge on its ability to do so. This could include financial constraints, Government legislation, policy and guidance and the local political context.

## **4 CONSULTATION**

- 4.1 The CS has derived from the Future Rutland Vision - a shared document which has been coproduced with the community through an extensive engagement and formal consultation exercise.
- 4.2 Having incorporated the Future Rutland Vision into the development of the CS the Council will undertake a short public engagement exercise between 24<sup>th</sup> May and 7<sup>th</sup> June to explain to residents how the CS supports the Future Rutland Vision.
- 4.3 Although not a formal consultation process, we will reflect on any comments and feedback that we receive. A final CS version will be presented to Full Council for approval in July 2022.

## **5 ALTERNATIVE OPTIONS**

- 5.1 The Council can choose not to adopt a new Corporate Strategy and operate within the existing Corporate Strategy which runs until 2024. However, to do so will mean the priorities of the Council do not match the views of residents and the key deliverables required of the Council under existing strategy and new Government reforms and legislation.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 There are no direct financial implications arising from this report, however the Council will be making financial commitments guided by the Corporate Strategy priorities.
- 6.2 The commitments within the CS must be commensurate within our financial objectives as outlined on page 12 i.e. deliverable within the financial means of the Council.
- 6.3 Currently a number of actions within the CS two-year delivery programme are not fully budgeted for, in the main these are related to new burdens and policy direction from Government e.g. Adult Social Care reform, although there may also be cost increases in current programmes of work such as the local plan or the re-contracting of services. For some there will be new burdens funding associated, although this is not yet clear. We are in the process of reviewing our budget to understand what

resources are needed to deliver new and established projects in the current context and we are aiming to have established this following completion of the budget outturn in June.

- 6.4 With the current financial uncertainty and increasing costs for services it is possible that actions within the delivery programme will need to be adjusted or changed as we progress to reflect what we do know and can realistically achieve. As the programme develops we therefore may be required to seek approval for additional funding and or reprioritise our actions.

## **7 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 7.1 There are not considered to be any legal or governance issues associated with this report. However, the CS does include key commitments to deliver statutory reforms which the Council must legally deliver.

## **8 DATA PROTECTION IMPLICATIONS**

- 8.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues to the rights and freedoms of natural persons within this report.

## **9 EQUALITY IMPACT ASSESSMENT**

- 9.1 An Equality Impact Assessment (EqIA) has not been completed because no service, policy or organisational changes are being proposed. The CS provides the Council with a framework for future service delivery.

## **10 COMMUNITY SAFETY IMPLICATIONS**

- 10.1 There are no direct community safety implications arising from this report. However, the CS includes commitments to maintaining Rutland as one of the safest places to live.

## **11 HEALTH AND WELLBEING IMPLICATIONS**

- 11.1 There are no direct health and wellbeing implications arising from this report. However, the CS includes key commitments to support the health and wellbeing of residents.

## **12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

- 12.1 The Corporate Strategy provides a strategic planning document which contains the high-level priority ambitions for the Council.
- 12.2 The new CS enables the Council to prioritise based on the new landscape and challenges we face.
- 12.3 The priorities and commitments outlined within the CS reflect the views of residents as outlined within the Future Rutland Vision.
- 12.4 Therefore, for the above reasons, it is recommended that Members approve the recommendations as outlined.

### **13 BACKGROUND PAPERS**

13.1 There are no additional background papers to the report.

### **14 APPENDICES**

14.1 Appendix A – Draft Corporate Strategy 2022-2027

**A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.**