

# TONBRIDGE & MALLING BOROUGH COUNCIL

## CABINET

29 June 2016

### Report of the Management Team

#### Part 1- Public

#### Executive Non Key Decisions

#### 1 DRAFT CORPORATE STRATEGY

**To review an initial draft of a new Corporate Strategy and to refer this to the Overview and Scrutiny Committee for further comment.**

#### 1.1 Background

1.1.1 As part of the Council's wider transformation agenda, there is a need to review our current approach to corporate planning and performance management.

1.1.2 Our previous approach, which involved the production of a highly detailed 'Corporate Performance Plan' covering all Council services and containing detailed assessments of performance against a large number of indicators and targets, is no longer considered appropriate. Such an approach was resource hungry. A team of two officers were dedicated to this work (both of whom have now retired) and considerable input from front-line staff from all council services was also needed. A new approach is now proposed.

#### 1.2 The New Corporate Strategy

1.2.1 We have undertaken a review of other Council's corporate plans to assess how best to address this and to identify best practice. The vast majority of those now favour a slimmer, succinct and more focused strategy statement.

1.2.2 Following engagement and discussion with senior (2<sup>nd</sup> tier) staff, the Management Team has prepared a draft corporate strategy for the Cabinet's initial consideration. This is attached as Annex 1 to this report.

1.2.3 The draft corporate strategy is a very different 'animal' to that of its predecessor. In a climate of reduced government grant support and resulting financial challenges, we believe such a document should focus on:

- A wider '**Vision**' of how the Council will focus over a three year period, supported by some adopted '**Key Values**';

- Clear information on the **challenges** we now face and a succinct statement on how we **intend to address** these;
- Our commitment to future **partnership working**;
- Some key **measures of success**, embracing a small number of performance indicators.

### 1.3 Next Steps

- 1.3.1 It is suggested that, following the Cabinet's initial consideration of this draft, the Corporate Plan be referred to the next meeting of the Overview and Scrutiny Committee on 13<sup>th</sup> September 2016 for its consideration and comment in accordance with the Council's constitution. The Cabinet would then review those comments and adopt a final Strategy at its following meeting on 12<sup>th</sup> October 2016.
- 1.3.2 It is intended that the corporate strategy, when adopted, will cover the three calendar years from 2017/2019 and be reviewed by the Cabinet on an annual basis.

### 1.4 Legal Implications

- 1.4.1 None

### 1.5 Financial and Value for Money Considerations

- 1.5.1 As set out in the report

### 1.6 Risk Assessment

- 1.6.1 n/a

### 1.7 Equality Impact Assessment

- 1.7.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

### 1.8 Recommendations

- 1.8.1 That the draft corporate strategy **BE REFERRED** to the Overview and Scrutiny Committee for its consideration.

Background papers:

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Nil

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On behalf of the Management Team