

TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

04 July 2023

Report of the Chief Executive

Part 1- Public

Recommendations to Council

1 **CORPORATE STRATEGY 2023-2027**

This report provides an update on the development of the Corporate Strategy 2023-2027 and seeks approval for its adoption.

1.1 **Background:**

- 1.1.1 In March 2023, Report C23/32 set out progress on developing the emerging Corporate Strategy and provided details on proposed amendments to the strategy following a community consultation in January-February 2023. With these amendments having been endorsed by Cabinet, and subsequently Overview and Scrutiny Committee in April 2023, this report seeks approval from Cabinet for the Corporate Strategy 2023-2027 to be taken to Council for adoption.

1.2 **Corporate Strategy 2023-2027:**

- 1.2.1 The Corporate Strategy 2023-2027 is provided in Appendix 1. It incorporates the feedback received from the community consultation, as well as matters highlighted through the decision-making process to date. It sets out a new direction for the borough council and has a vision “(t)o be an innovative and forward-thinking council, that leads the people and businesses of the borough towards a vibrant, prosperous and sustainable future”. This vision is underpinned by three values:

- **Innovation** – embracing new ideas and technology, and proactively finding solutions that improve our services to residents.
- **Transformation** – adapting so we can meet the standards residents, businesses and all those involved in the borough council rightly expect.
- **Delivery** – ensuring we set ambitious targets that we strive to meet, in order to provide high quality public services for our residents.

- 1.2.2 The four priorities set out in the Corporate Strategy are:

- Efficient services for all our residents, maintaining an effective council.
- Sustaining a borough which cares for the environment.

- Improving housing options for local people whilst protecting our outdoor areas of importance.
- Investing in our local economy to help support residents and businesses and foster sustainable growth.

1.2.3 Under each of these priorities, the Corporate Strategy highlights the actions that the council and its partners will undertake.

1.2.4 A short high-level action plan setting out the strategic initiatives linked to delivering the Corporate Strategy is provided in Appendix 2. This plan includes some of the key initiatives, rather than all of the activity, that the council will undertake to meet the priorities set out in the strategy.

1.2.5 This action plan will be reported to Cabinet on a 6-monthly basis, providing a RAG rating for each strategic project, along with some narrative to explain progress.

1.2.6 It will be reviewed on an annual basis throughout the course of the Corporate Strategy.

1.3 Key Performance Indicators (KPIs)

1.3.1 Following on from a previous gap analysis which was shared with Cabinet in March 2023, Appendix 3 sets out a new updated list of KPIs in order to align them more closely with the Corporate Strategy.

1.3.2 There is currently a KPI relating to biodiversity that still need to be finalised. This is because at the time of writing this report DEFRA guidance is still forthcoming on proposals for biodiversity net gain, and strategies on the topic are still being developed. As such, it makes sense to delay finalising this KPI until further information is available.

1.3.3 As is currently the case, specific KPIs will be shared as a standing item with the scrutiny select committees and the Overview and Scrutiny Committee (as highlighted in Appendix 3). The KPIs will also become a standing item at Management Team and Service Management Team meetings in order to ensure that they are embedded within the day-to-day running of the Council.

1.4 Legal Implications

1.4.1 The matters raised in this report are considered to be routine, uncontroversial or not legally complex and a legal opinion has not been sought on these proposals.

1.5 Financial and Value for Money Considerations

1.5.1 None arising directly from this report.

1.6 Risk Assessment

- 1.6.1 Reputational risk if the Council fails to meet targets set out in the Corporate Peer Review Action Plan and undertake the recommendations suggested by the Peer Team.

1.7 Policy Considerations

- 1.7.1 Business Continuity/Resilience
- 1.7.2 Communications
- 1.7.3 Communities
- 1.7.4 Planning and Housing
- 1.7.5 Environment
- 1.7.6 Economy

1.8 Recommendations

- 1.8.1 That the report **BE NOTED**.
- 1.8.2 That the Corporate Strategy as set out in Appendix 1 **BE RECOMMENDED** to Council for adoption.
- 1.8.3 That the Corporate Strategy Action Plan, as set out in Appendix 2, **BE RECOMMENDED** to Council for adoption.
- 1.8.4 That the proposed new Key Performance Indicators, as set out in Appendix 3, **BE RECOMMENDED** to Council for adoption.
- 1.8.5 That it **BE RECOMMENDED** to Council to agree to delegate authority to the Chief Executive in liaison with the Leader of the Council to approve any necessary further minor changes to the Corporate Strategy, Action Plan and Key Performance Indicators that may be required for reasons of clarity or presentation.

Background papers:

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