

Report to	Cabinet 8 October 2014	Item
Report of	Executive head of strategy, people and neighbourhoods	7
Subject	Draft Corporate Plan 2015-2020 and Transformation Programme 2015-16	

Purpose

To consider the next steps on the development of the council's new corporate plan 2015-20 and its income and savings options for 2015-16.

Recommendations

To:

- 1) consider the draft corporate plan framework for 2015-20 at annex A and agree that further work is carried out on this including public consultation;
- 2) consider the current list of proposed savings and income options for 2015/16 at annex B and annex C (annex C will be considered within the exempt part of the meeting) and agree that further work is carried out to progress these options; and,
- 3) agree the proposed approach to public consultation on the development of a new corporate plan and the council's budget for 2015-16 and delegate authority to the executive head of strategy, people and neighbourhoods in liaison with the leader of the council to finalise the consultation document.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

The costs of developing the corporate plan and carrying out the public consultation can be met from within existing budgets.

The direct implications of taking forward the transformation programme are to realise net savings of £1.6 million for 2015-16 in line with the medium term financial strategy.

Ward/s: All wards

Cabinet member: Councillor Arthur – Leader of the council and Cllr Waters deputy leader and portfolio holder for resources

Contact officers

Russell O'Keefe, executive head of strategy, people and neighbourhoods

01603 212908

Background documents:

None

Report

The new draft corporate plan framework 2015-2020

1. The council's current corporate plan 2012-2015 will end in March 2015. Work has therefore been progressing to develop a new corporate plan. The corporate plan sets out the overall strategic direction of the council including its vision and priorities. This guides everything the council will do for the city and its residents and visitors for the period. As such, the plan acts as the overarching policy framework for the council.
2. At annex A is a copy of a draft new corporate plan framework for 2015-2020 which will act as the basis for a new full plan. This has been developed through a number of methods including:
 - a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
 - b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
 - c) Looking at the potential future factors that may impact on Norwich and the council e.g economic, social, environmental etc.
 - d) Discussions with members including an all member workshop.
 - e) Early discussions with some partner organisations with more to follow over the next few weeks.
 - f) Assessing the future resourcing likely to be available to deliver a new corporate plan.
3. In line with the approach we have used previously it is proposed to consult the public on the proposed priorities for the new corporate plan.
4. Scrutiny will be considering the draft new corporate plan framework on the 30 September and the proposed arrangements for consultation and any recommendations made to cabinet will be provided in time for the meeting.

Medium term financial strategy (MTFS)

5. Due to the combined effects of government funding reductions, inflation and other budgetary pressures the council's current MTFS shows a requirement for the council to find net general fund revenue savings of approximately £1.6 million per year. Net savings take into account any unavoidable growth or other budgetary requirements to result in a final overall reduction. These reductions would be in addition to the approximately £26 million of general fund revenue savings the council has already delivered over the past six years.

Development of the income and savings options for 2015-16

6. Guided by the council's current corporate plan 2012-2015, its 'changing pace blueprint' and the results of previous budget consultations, a range of work has been carried out across the council, through the transformation programme, to develop options for further income and savings.
7. From this work it is believed that the required net savings of £1.6 million for 2015/16 can be met through generating income and continuing to change the way the council works.
8. The current proposed income and savings options for 2015-16 can be found at annex B and annex C (within the exempt part of the report). It is proposed that further work is carried out to progress these options (including employee consultation where required).
9. The total amount of these income and savings options take into account the expected level of unavoidable growth for the budget for 2015-16 (currently expected to be approximately £0.9million), the potential for changes following consultation and the potential for not achieving certain income or savings proposals. It is considered with the total options included that the net reduction of approximately £1.6million should be achievable for 2015-16.
10. Some of the savings would inevitably further reduce the council's overall capacity and its ability to do new work for the city. However, we don't believe any of them should significantly impact the key services for 2015-16 that the public receive from the council.
11. Again, in line with the approach we have used in previous years it is proposed that we consult the public on our proposed approach to meeting our net £1.6million savings target for 2015-16.

Council tax

12. The council also needs to decide whether to increase council tax for 2015-16. If the council were to increase its portion of the council tax by 1.95% this would raise additional income of approximately £150,000. This is equivalent to a rise of approximately seven pence per week for the average band B home in Norwich. This could then be used to help to protect the provision of key services in the future. It is therefore proposed to consult the public on the potential for a council tax rise for 2015-16.

Proposed process for the consultation

13. In line with the successful approach used for previous consultations, the council will apply the following principles in designing the overall consultation process:

Proportional – the time, resources and methods used for the consultation should be in line with the purpose, impact and legislative requirements.

Inclusive – the consultation should be fully inclusive and provide different methods of access to ensure those people who want to take part are able to.

Genuine – the results of the consultation should be statistically valid and used to fully inform the decision making process

Consistent – given that different methods of consultation will be employed, it will be important to ensure consistency in approach.

14. To ensure that a consistent approach is taken throughout the process a core consultation document is being developed which will act as the basis for all the different consultation methods.

15. This core consultation document will be delivered through the following methods:

- a) Citizens panel - which is broadly representative of the demographic makeup of the local community
- b) Public survey – available through the web and in a paper format through council offices and at public events carried out during the period.
- c) Partner survey sent to partners in all different sectors e.g voluntary and community organizations, businesses, other public bodies etc.

16. It is considered that this is an appropriate mix of consultation methods that fully meet the principles of good consultation outlined at point 13 of the report.

17. The results from the consultation will then be reported to scrutiny, cabinet and council in line with the overall timescales set out below.

Overall timescales

18. The overall timescales are set out in the table below.

	Activity	Timescale
1	Scrutiny formally considers draft corporate plan framework and consultation arrangements	30 January 2014
2	Session on the draft corporate plan with the Norwich locality board	2 October 2014
3	Cabinet formally considers draft corporate plan framework, income and savings options and the consultation arrangements	8 October 2014
4	12 week public and partner consultation carried out	13 October – 6 January 2015
5	Scrutiny consider proposed performance targets for the corporate plan	18 December 2014
6	Full draft corporate plan considered alongside draft budget by scrutiny, cabinet and council	29 January, 4 February, 17 February 2015

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	8 October 2014
Head of service:	Russell O'Keefe
Report subject:	Draft Corporate Plan and Transformation Programme
Date assessed:	September 2014
Description:	To consider the next steps on the development of the council's new corporate plan 2015-2020 and its income and savings options for 2015/16.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The further work on the current income and savings options will see the council realise savings or additional income of £1.6 million for 2015/16.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The work to further develop the current income and savings options will require work from support services such as HR and Learning, Finance and Communications
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The work to further develop the current income and savings options will require work to develop the necessary supporting ICT.
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The risks of delivering the council's new corporate plan and savings target are managed in line with the council's risk management strategy.

Recommendations from impact assessment

Positive

To progress the further work to develop the new corporate plan 2015-2020 and income and savings options for 2015/16 including public consultation.

Negative

Neutral

Issues