



**Council**

**Thursday, 7 December 2023**

**Corporate Strategy**

## **Report of the Chief Executive**

### **Cabinet Portfolio Holder for Strategic and Borough-wide Leadership, Councillor N Clarke**

#### **1. Purpose of report**

- 1.1. The Council's current Corporate Strategy 2019-2023 is due to expire this year. Work has been carried out to prepare the Corporate Strategy for 2024-2027, which is attached at Appendix 1 for consideration.
- 1.2. Consultations with both the public and councillors have taken place as part of the process of preparing the new Corporate Strategy, the results of which are presented within this report.
- 1.3. The draft Corporate Strategy 2024-2027 was reviewed by the Corporate Overview Group on 7 November 2023, and then by Cabinet on 14 November 2023.

#### **2. Recommendation**

It is RECOMMENDED that Council adopts the attached Corporate Strategy 2024-2027 and requests scrutiny to oversee the delivery of the Strategy and its action plan over the next four years.

#### **3. Reasons for recommendation**

The Council should have a Corporate Strategy to clearly set out its priorities and key actions in a transparent manner. The delivery of the Strategy will be overseen by scrutiny.

#### **4. Supporting information**

- 4.1. The Council's Corporate Strategy is the key document, which sets the direction of travel for the Council, highlighting its key priorities and the tasks it is going to undertake over the next four years to deliver upon these priorities. This provides a clear direction for the Council and a benchmark against which progress towards stated goals can be monitored.

### **Corporate Strategy 2019-2023**

- 4.2. In February 2023, the Corporate Overview Group reviewed progress against each strategic task set in the Corporate Strategy 2019-2023. This report can be viewed on the Council's [website](#).

### **Corporate Strategy 2024-2027**

- 4.3. The final draft of the Corporate Strategy for 2024-2027 can be viewed in Appendix 1. The document includes an introduction from the Leader and Chief Executive and sets out key information about the Council's finances and services. Most importantly the document sets out the Council's four priorities for the next four years: The Environment, Quality of Life, Efficient Services and Sustainable Growth. These priorities are supported by a list of 12 strategic tasks, which the Council is committed to delivering.

### **Public consultation**

- 4.4. A link to an online survey was included in the summer edition of Rushcliffe Reports, which landed on residents' doorsteps from Monday, 19 June 2023. Residents were also able to request a paper copy of the survey. The survey was an opportunity to make sure residents understand the purpose of the Corporate Strategy and were engaged in its creation at a very early stage.
- 4.5. Significant promotion on social media and via more traditional media took place to encourage a good level of engagement.
- 4.6. The survey asked what residents would like the Council to prioritise over the next four years, in addition to the great quality services they can always expect from Rushcliffe Borough Council.
- 4.7. The survey received 352 responses. The following were the top six responses:

<b>RANKING</b>	<b>PRIORITY</b>
1	Making sure you have access to great quality outdoor spaces within the Borough, whether that's parks, woods or play areas
2	Supporting vulnerable people and those in need
3	Working towards the Council's services being carbon-neutral and supporting you to do the same in your homes and businesses
4	Supporting our high streets and town centres, helping them to remain vibrant and making sure you can shop locally if you choose to
5	Supporting small and medium businesses to start up, succeed and grow, increasing local job opportunities
6	Planting more trees and protecting hedgerows and unmanaged green spaces

- 4.8. The Council has ensured that these priorities are reflected in the final draft of the Corporate Strategy and the 12 strategic tasks. However, it is important to note that the strategic tasks do not encompass everything that the Council is committed to over the next four years. The Corporate Strategy, and associated action plan, sit at the top of a suite of documents setting out how the Council will operate over this period including its Capital Programme, Medium Term Financial Strategy and Service Plans.

### **Councillor consultation and feedback**

- 4.9. The 12 draft strategic tasks were presented to Corporate Overview Group on 5 September 2023 for feedback. The results of the public consultation exercise were also presented to the Group. The Group requested that the final draft of the Corporate Strategy be brought back for endorsement in November. This took place on 7 November 2023.
- 4.10. In addition to Corporate Overview Group, the Council consulted with all Councillors by providing them an opportunity to comment on the list of 12 draft strategic tasks.
- 4.11. The consultation was run via Survey Monkey between 7 September and 28 September 2023. A link was provided to Councillors via Councillors' Connections each week from 7 September, in addition to a number of direct emails to all Councillors.
- 4.12. The survey received four responses. It is worth noting that one of these responses was submitted on behalf of political group not just an individual.
- 4.13. The feedback received helped to further shape the strategic tasks. There was no feedback received, which suggested that any tasks should be removed or added.
- 4.14. Councillor survey responses are included at Appendix 2.
- 4.15. The Corporate Overview Group feedback from 7 November 2023 is attached at Appendix 3. The Group requested that the following wording be re-considered:
- Terminology in the document such as 'to support'. The Group suggested that more direct language, such as 'implementation' could be used. This is particularly in relation to the Strategic Task regarding the redevelopment of the Ratcliffe on Soar Power Station. The task has been reworded to indicate that the Council's role is about providing community leadership and that the Council serves a key function in convening stakeholders to unlock challenges to site delivery. However, the Council cannot commit to directly implementing or delivering any of the redevelopment of the site as the Council is not the landowner.
  - Reference to the Council 'benefiting'. The Group suggested that this be reworded to make it clear that it is residents who should be benefiting as a

result of the Council's actions or intervention. The feedback has been considered and the Strategic Task concerning the East Midlands Combined Authority has been reworded to make clear that the Council is committed to ensuring that it is residents who will benefit from the Devolution Deal.

- 4.16. The Strategy was presented to Cabinet on 13 November 2023. The draft Cabinet minutes for the item are attached at Appendix 4.

### **Monitoring of the Corporate Strategy**

- 4.17. The Corporate Overview Group will monitor the Corporate Scorecard of performance measures on a quarterly basis to ensure Council services are delivered in line with targets set. In addition, the Group will review progress against the delivery of strategic tasks on annual basis. Where there is any concern about performance in a particular area of service delivery or progress towards the delivery of a strategic task then further scrutiny may take place.

## **5. Alternative options considered and reasons for rejection**

Council could resolve not to adopt this Corporate Strategy. However, it is important to adopt a fresh strategy for 2024-2027, to guide the future direction of the Council and to communicate to residents the activity the Council can be delivering over the next four years. so it can be appropriately held to account. The document has been consulted on with both residents and councillors so it can reasonably be stated that it reflects the priorities and expectations of both groups.

## **6. Risks and Uncertainties**

There are no risks or uncertainties involved in endorsing the Corporate Strategy 2024-2027. The Strategy will be reviewed annually, and this gives the opportunity to flex the Strategy should new priorities need to be included within the delivery.

## **7. Implications**

### **7.1. Financial Implications**

The priorities and tasks contained within the Corporate Strategy will be incorporated into the Council's Medium Term Financial Strategy and Transformation Plan, which are approved by Council.

### **7.2. Legal Implications**

The Council is required to have a Corporate Strategy in place and this report adequately captures that.

### 7.3. Equalities Implications

The Corporate Strategy takes account of the effect of the Council's priorities on all residents of the Borough and is supported by the Council's Equality and Diversity Scheme.

### 7.4. Section 17 of the Crime and Disorder Act 1998 Implications

There are no Section 17 implications to the recommendations contained within this report.

### 7.5. Biodiversity Net Gain Implications

There are no biodiversity net gain implications directly associated with this report. However, biodiversity net gain is a key element of the Environment theme in the Corporate Strategy 2024-2027 and is prominently reflected in the strategic task 'Implement the Environment Act commitments'.

## 8. Link to Corporate Priorities

The Environment	These remain priorities in the Corporate Strategy 2024-2027.
Quality of Life	
Efficient Services	
Sustainable Growth	

## 9. Recommendation

It is RECOMMENDED that Council adopts the attached Corporate Strategy 2024-2027 and requests scrutiny to oversee the delivery of the Strategy and its action plan over the next four years.

<b>For more information contact:</b>	Katherine Marriott Chief Executive 0115 914 8291 <a href="mailto:kmarriott@rushcliffe.gov.uk">kmarriott@rushcliffe.gov.uk</a>
<b>Background papers available for Inspection:</b>	
<b>List of appendices:</b>	1: Draft Corporate Strategy 2: Councillor survey responses 3: Draft Corporate Overview Group Minutes 4: Draft Cabinet Minutes