
NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

8 February 2023

UPDATED CORPORATE STRATEGY

RECOMMENDATION TO FULL COUNCIL

Portfolio Holder: Leader, Cllr Rennie

Key Decision: No

Report Number: HBC/115/2023

1. Purpose

- 1.1. This paper is submitted to Cabinet with the updated Corporate Strategy.
- 1.2. The updated Corporate Strategy follows the period of engagement that took place in November 2022.

2. Recommendation

- 2.1. Cabinet recommends Full Council to adopt the updated Corporate Strategy.

3. Executive Summary

- 3.1. Havant Borough Council must have a Corporate Strategy document which sets out the ambitions and proposed approach to delivery of the functions of the Council.
- 3.2. Any matters falling outside of the policy framework or the budget framework will require approval at Full Council. It is therefore important that the document covers all the proposed endeavours that the Council wishes to undertake through the executive function of Cabinet over the next few years.
- 3.3. The Corporate Strategy is the key policy framework document that should articulate at a high level what the Council aims to provide for residents and

businesses in its area. Any matters within that policy framework do not need to return to full Council for decision and the framework therefore allows the Cabinet the freedom pursue goals on behalf of the Council in a timely and directed way.

- 3.4. This document represents an updated version of the Corporate Strategy to take account of the priorities that Cabinet wishes to focus on. The updates only relate to the sections on initiatives under each priority. The updates reflect the key initiatives that the Council will focus on delivering over the next few years with detailed deliverables being finalised against each of the initiatives in order to report progress.
- 3.5. As well as empowering the Cabinet to act in accordance with the priorities decided by the Council, the Corporate Strategy has a regulatory function. It acts as a rudder for the Council which holds a course to achieve the overall ambitions that have been set.
- 3.6. The Executive and Officer core are greatly empowered by the setting of a direction and the ability to identify any proposal that falls outside of it. This becomes a key method to ensure that the limited resources of the authority are used effectively and efficiently, and that governance of the Council's activities remain robust.
- 3.7. The Corporate Strategy also gives important clarity to when any deviation from the Council's objectives is becoming sufficiently marked to require the Cabinet to return to full Council and justify the new approach. The Scrutiny function is required to remain alert to when the direction of travel is departing from the Corporate Strategy and can call in a decision which the Committee believes may fall outside of the Corporate Strategy. If the Committee concludes the decision falls outside of the Corporate Strategy parameters, Scrutiny may refer the matter to full Council.

3.8. The Corporate Strategy set out in Appendix 1 has been developed with the Council's communications, insight and performance teams. In conjunction with an evidence based approach the document is reflective of the priorities and vision of the communities served and provides a clear direction of travel for the Council's activities.

3.9. The Corporate Strategy is a living document with progress monitored throughout the year through a revised performance framework. We will set targets so that services are realigned to the priorities within the Corporate Strategy and those targets will be bound into a performance scorecard in which to monitor and report progress.

4. Additional Budgetary Implications

4.1. None

5. Background and relationship to Corporate Strategy and/or Business Plans

5.1. The document has been developed as an update to the existing Corporate Strategy.

6. Options considered

6.1. Option 1 – 'do nothing'

6.2. Option 2 – To approve the updated Corporate Strategy to full Council for approval and adoption. This will facilitate a more modern, flexible approach for the functions and activities of the Council. A clear strategic document that is fully up to date, comprehensive and includes all the key elements of the objectives will give a high degree of 'future proofing' and clarify decision making. The document is designed to be simpler for Members and Officers with much clear Council objectives and priorities which will empower Cabinet and Scrutiny in making decisions which are aligned with the Council's priorities.

7. Resource Implications

Financial Implications

- 7.1. The Corporate Strategy makes no budgetary commitments but informs the budgetary framework and the Medium Term Financial Strategy.

Section 151 Officer comments

Date: 26 January 2023

Whereas some of the 'initiatives', and associated projects, within the Corporate Strategy will be delivered through existing revenue budgets, others will require the identification, and approval, of relevant funding through a combination of external grants, council reserves, the strategic element of the Community Infrastructure Levy, (CIL), and potential borrowing. Funding allocations will be determined through the consideration, and approval, of relevant business cases.

- 7.2. *Human Resources Implications* - none

- 7.3. *Information Governance Implications* – none

Other resource implications

- 7.4. The Strategy does not commit resources in itself but provides the framework for the allocation of resources by Cabinet.

Monitoring Officer comments

Date: 25/01/23

The Corporate Strategy is the key policy framework document that should articulate, at a high level, what the Council aims to provide for residents and businesses in its area.

It is therefore important that the document covers all the proposed endeavours that the Council wishes to undertake through the executive function of Cabinet over the coming years.

From time to time, as priorities and circumstances change, the document may require refinement and review – commonly referred to as a refresh. This is entirely in accordance with the council's need (as articulated through the Strategy) to be agile and responsive. This paper sets out the reasons why this particular update is required and is represented to full Council for approval.

8. Legal Implications

- 8.1. Legislation and the Constitution stipulates that the Council must have a corporate strategy document which sets out the ambitions and proposed approach to delivery of the functions of the Council (Constitution Article 3.2.1)

9. Risks

- 9.1. The 'do-nothing' option means the Corporate Strategy becomes more and more dated and less relevant.
- 9.2. The Council is looking towards a new and vibrant active future to meet the challenges around development, regeneration, the green agenda, business growth and the health and wellbeing of our communities. The updated Corporate Strategy sets out the immediate priorities which the Cabinet will be focussed on delivering.

10. Climate & Environmental implications

- 10.1. The new Corporate Strategy has a strong link with our Environment and Climate Strategy and supports delivery of that strategy. All the themes within the new Strategy will consider and contribute to the Council's commitments on the environment and all decisions will consider environmental implications going forward.

11. Consultation

- 11.1. The new Corporate Strategy has been prepared in consultation with the Leader and Cabinet. All staff have also been involved with an all staff meeting held over the summer to discuss the emerging vision, mission and purpose of the Council.
- 11.2. During November 2022 the new Corporate Strategy was placed on CitizenLab for public comment and three public engagement sessions were held across the borough hosted by the Leader. The most common themes identified during the engagement sessions were protecting the natural environment, recycling,

transport, water quality and town centre improvements. The results of that engagement session are included at Appendix 2.

12. Communication

- 12.1. The updated Corporate Strategy will be published on our website and used for further engagement.
- 12.2. Quarterly monitoring of the performance against the strategy will be routinely reported to Councillors and published on website and the document will be used to prepare organisational objectives as part of the annual business planning process.

13. Appendices

Appendix 1 – Corporate Strategy
Appendix 2 - Results of the engagement exercise
Appendix 3 - Corporate Strategy initiatives mapped to deliverables

14. Background papers

- 14.1. None

Agreed and signed off by:

Portfolio Holder: Cllr Rennie 25/1/23

CEO: Kim Sawyer 25/1/23

Monitoring Officer: Mark Watkins 25/1/23

Section 151 Officer: Malcolm Coe 26//1/23