
NON-EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

21 September 2022

REFRESHED CORPORATE STRATEGY

RECOMMENDATION TO FULL COUNCIL

Portfolio Holder: Leader, Cllr Rennie

Key Decision: No

Report Number: HBC/077/2022

1. Purpose

- 1.1. This paper is submitted to Cabinet with the proposed new Corporate Strategy.
- 1.2. The new updated Corporate Strategy is required as a result of the continued work on the separation of the joint shared arrangements with East Hampshire District Council

2. Recommendation

- 2.1. Cabinet recommends to Full Council that it adopts the new Corporate Strategy
- 2.2. Cabinet asks full Council to note that the new Corporate Strategy will be brought back before Cabinet in December 2022 for further consideration following the course of public engagement referenced further in this Report

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 a refreshed version of the Corporate Strategy to take account of the priorities that Cabinet wishes to focus as the authority moves away from the shared management arrangements that it currently has with East Hampshire District Council.
- 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 and make reports or recommendations to full Council as it sees fit.

- 3.8. The draft 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 refreshed document is reflective of the priorities and vision of the communities serve 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.
- 3.10. Following this initial update, the council will seek to actively engage with the public and invite ideas, thoughts and comments. This will be in anticipation of Cabinet reflecting on the results of that engagement when the Corporate Strategy comes back before it for further review in December 2022.

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' – remain with the current Corporate Strategy 2020-2024

6.2. Option 2 – To approve the new 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: 8 September 2022

The revised Corporate Strategy will be considered when setting the 2023/24 revenue budget, and updated Medium Term Financial Strategy, in February 2023. Any specific project outside of the current budgetary framework will be subject to a relevant business case which will include the identification of required funding.

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.

8. Legal Implications

8.1. There is a legal requirement for the council to have a policy framework of which the Corporate Strategy will form a central plank.

- 8.2. Other than there are no immediate legal implications arising from this report, although the implementation of the specific actions or projects may result in the need for legal input which will be considered on a case by case basis.

Monitoring Officer comments

Date: 15th September 2022

The strategy is part of a golden thread that links team, service and corporate performance to the things that matter most to the organisation. It represents the objectives and outcomes that the Council's performance will be judged against and as such is a vital component of the Council's performance and policy framework.

A good corporate strategy is driven by a strong vision and ambitious goals. which are vital for promoting the opportunities for any local authority in terms of both investment and engagement.

It will influence the allocation and distribution of resources ensuring that the organisation commits its limited resources in accordance with its stated priorities.

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 new 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.

12. Communication

- 12.1. The new 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.

13. Appendices

- 13.1. Appendix 1 – Corporate Strategy.

14. Background papers

- 14.1. None

Agreed and signed off by:

Leader: 15th September 2022

CEO: 9th September 2022

Monitoring Officer: 15th September 2022

Section 151 Officer: 8th September 2022