

Report of Managing Director**Corporate Plan and Business Plan 2018-19****1 Purpose of report**

To seek the committee's approval of the Corporate Plan and the recommendation of the associated key priority outcomes and corporate performance indicators to be adopted within the 2018-19 Annual Business Plan.

2 Executive summary

2.1 In order to ensure that resources are focussed on priorities over the medium term and reflected in the council's Medium Term Financial Strategy it is first necessary to refresh the council's key priorities. These are discussed further in the body of this report.

2.2 The proposed key priorities have been based on members' comments and views on the direction of travel for the borough council they wish to see over the medium term and in particular the outcomes needed for 2018-19.

2.3 These priorities supplement the key strategic themes in the Corporate Business Plan 2011-14, refocusing the objectives for the current climate, based on members' aspirations for the future of the borough. It is proposed that the vision, mission and values remain the same. A refreshed Corporate Plan which shows these is at Appendix 3

2.4 Once these priorities have been agreed an annual Business Plan and more detailed service plans for 2018-19, which will include any efficiency action plans, can be developed. The council has already adopted an Efficiency Strategy in 2016 and that will govern the development of any future proposals.

2.5 There are currently a number of projects being developed as part of the existing efficiency plans, shown in Appendix 1, and these are reflected in the priorities proposed.

2.6 To ensure we monitor the delivery of these plans refreshed high level key corporate performance indicators are also being recommended. Each service area will also develop its own Key Performance Indicators (KPI's) in line with service plans.

3 Appendices

Appendix 1: Business Plan 2018-19 key priorities and key projects

Appendix 2: High level Corporate Performance Indicators

Appendix 3: Revised Corporate Business Plan

4 Proposed action:

The committee is invited to:

4.1 **RECOMMEND the Business Plan 2018-19 key priorities**

4.2 **RECOMMEND the adoption of the revised Corporate Plan;**

4.3 **RECOMMEND the adoption of the proposed corporate performance indicators to replace the current set of reported indicators.**

5 Background

- 5.1 The council's most recent Corporate Business Plan covered the period 2011-14, and was presented to this committee in November 2011. This plan reflected the priorities of the council at that time.
- 5.2 Since 2011 significant changes have been made to the council's structure and composition, most notably the creation of Wellingborough Norse Ltd, and restructuring of the senior management team.
- 5.3 The council now faces significant challenges in both service delivery and financial resources. The future of the financial sustainability of the council depends on how it adapts to face these challenges to remain viable for the future.
- 5.4 The council has, for the last few years, set a medium term financial plan which shows the financial position of the council over a four year period. The council has been using its reserves to bridge the gap between expected expenditure and expected income. However, these reserves are depleting each year and a strategy and action plan to ensure the council's financial sustainability is needed. The medium term financial plan is elsewhere on this committee agenda and illustrates the current financial position of the council.
- 5.5 An up to date overall corporate plan and annual business plan for 2018-19 are essential to address the financial challenges and deliver cost effective and efficient services. The managing director believes this to be an essential part the overall corporate planning and service delivery framework and is essential for the effective management of the financial risks and resource allocation. The new proposed key priority outcomes and corporate performance indicators will inform the development of future proposed actions and provide the initial step towards the overall medium term outcomes.

6 Discussion

- 6.1 The financial climate has changed significantly since the last time a corporate plan and key corporate themes were drawn up. The way we deliver our services has changed a great deal over the last few years and there is no doubt that they will have to transform further if they are to be fit for purpose in the new era of local government.
- 6.2 Councillors still have a clear ambition to make Wellingborough a place to be proud of, and have been taking steps to ensure that this happens in the future. The focus is on the means by which we can thrive rather than just survive in the current climate.
- 6.3 The council's mission and strategic themes, known as the PRIDE objectives, are still relevant and there is no proposal to change these at the current time. But the actions that show how these can be delivered do need to be refreshed to reflect the changes that have already happened, and those that are expected to come.

These will be the new key priorities for the Business Plan 2018-19.

- 6.4 The impact of these changes on residents and communities needs to be recognised, and proposals developed which address the needs of both the borough as a community and the council itself, to ensure that both remain sustainable for the future.
- 6.5 Over the last few years we have taken steps to improve services and reduce costs. Our plans for the future build on these solid foundations and so we can continue to serve the needs of our diverse communities.
- 6.6 **Setting the key priority outcomes**
- 6.7 To ensure that the council remains focussed on the wider issues, but rooted in a local identity, a few key priorities have been identified by members in informal policy seminar discussions for the coming financial year. This process will be repeated again in the summer of 2018, but with a wider focus on the 4 years after 2019, following the next borough council elections.
- 6.8 The priorities identified here will have actions that need to be delivered in 2018-19, but with a focus on the longer term prosperity and regeneration of the borough, as it grows and changes over time. This will make Wellingborough “a borough to be proud of”.
- 6.9 The proposed corporate priority outcomes are designed to reflect the aspirations of the council, clarifying where it wants to be and setting the direction of travel for the medium term. To make this achievable there needs to be a balance between member aspirations and the deliverability of those, in both officer time and financial resources. For this reason clarity about priorities and how we measure our corporate performance is essential.
- 6.10 The Corporate Business Plan 2011-14 included five “PRIDE” strategic themes, which are still important and relevant. It is proposed that these themes are kept for the time being and a refreshed Corporate Plan agreed. This plan will be reviewed again in the summer of 2018 to ensure it is relevant for the coming 4 year period.
- 6.11 Delivering the council’s priorities will be challenging, but if well planned and well managed, significant progress towards that longer term vision can be made.
- 6.12 The vision “Making Wellingborough a place to be proud of” is still the driving force for the council and all the key priorities have this at their heart. As an organisation we are not only making the borough a place to be proud of, we are also “taking pride in our borough” as a whole.

The Business Plan 2018-19

- 6.13 As part of the discussions at the policy seminars held earlier in the year it was evident that there were some key areas that needed to be addressed in the coming financial year. These are shown in Appendix 1 but are summarised

below for reference:

- Housing provision and homelessness
 - Town centre regeneration
 - Return on investment of capital resources
 - Financial stability for the future; a more commercial approach
 - Property developments using council assets to address those areas above
- 6.14 A fundamental need for all residents is having a base to build their lives around, and for most of our residents that is primarily their home. A solid foundation in the community, such as a safe home to live in, provides better life chances and opportunities for all its members.
- 6.15 Wellingborough is a place that is set to grow on a large scale for the future, building and developing new communities as well as enhancing and engaging with its existing ones.
- 6.16 The growth in housing and employment forecasts for Wellingborough through its Sustainable Urban Extensions (SUEs) will begin in earnest in the coming years. The infrastructure to enable and unlock this growth is a vital component and work on this is well underway. The council must support the creation, regeneration and development of its communities in a sustainable manner, embracing new development, but respecting and building on the heritage of the borough. This can be achieved through good design and planning, which blends the history of the area with the diverse needs and expectations of the growing society.
- 6.17 As communities grow the needs and desires of the residents will also grow. Their expectations of the borough's main town will increase; to ensure that this demand is met the town centre needs to be regenerated to provide for the borough's residents over the longer term.
- 6.18 The prosperity and local economy of our town centre will be enhanced by the growth of the surrounding communities. We need to retain this local economic regeneration and attract new businesses to Wellingborough, not only to provide for these needs but also to provide employment opportunities for our growing population. One of the key actions proposed in this longer term vision will be to focus once again on the town centre and plan for redevelopment in the medium term.
- 6.19 Closely linked to this would be the need to provide for both the leisure and cultural needs of those growing communities, to ensure that Wellingborough is a place to live in, not just reside in.
- 6.20 Underpinning all the priorities and proposals will be an action plan for delivery. Some of these will be specific to a service, but most will be cross cutting as the outcomes are intrinsically linked to all the services we provide.
- 6.21 The main cross cutting actions will focus on value for money and affordability, effective management and processes, strong community leadership,

partnerships and community engagement, and the quality of service delivery.

- 6.22 One of the more specific action plans will be around the use of the council's own assets as a catalyst for the changes needed, whilst providing financial stability through a more commercial approach. The council has a significant property portfolio, which is divided into those properties that are used to generate an investment return and those that are used, or have been in the past, for the provision of services or for community use in the widest sense.
- 6.23 A large number of the non-investment properties are situated in the town centre, from the Castle Theatre and Swanspool House and Gardens, up past the multi-storey car park and Croyland Park, to the market place and the High Street. This forms a corridor through the town centre that is in the council's control. The council is therefore in a strong position to kick-start the regeneration of the town by reviewing its own asset base and planning for its future use to the best advantage of the town as a whole.
- 6.24 The development of the Local Plan involves surveys and studies of the current provisions in the town centre and surrounding areas, and also assesses the future needs of the developing communities. The results of these must be used to readdress the council's use of its assets to be an enabler of change, particularly in the town centre.
- 6.25 Town centre regeneration is a long and detailed process, and there is a continual need to retain a vibrant and prosperous core for the borough. The council has some short term options to initiate the changes, such as the work on the market place and the redevelopment of Croyland Hall and Abbey. However, the more significant changes that will have the biggest impact will take time to develop and implement. Once the outcomes of the Local Plan studies have been reviewed a more detailed property asset strategy can be developed and presented to members for consideration, but the uncertainty about the future of the High Street site is holding back the opportunity to take a holistic approach. Once the planning application for the site has been submitted and a decision has been made there can be more certainty about the shape of the town centre.
- 6.26 As the communities in the borough grow and develop, the council itself must adapt and change to new demands and pressures. The council has already moved significantly towards new ways of working and delivering services to address the challenge it faces, both financially and in the expectations of citizens for its services.
- 6.27 The creation of Wellingborough Bereavement Services Ltd is the first step in delivering services in a more commercial way and generating financial benefits from capital investment. Whilst not all services will be suitable to adopt a more commercial approach, accepting that commercialism is an enabler of wider benefit is something the council needs to embrace further.
- 6.28 Commercialism is not simply about setting up trading companies. The need to deliver all services in the most cost efficient way is paramount to the financial sustainability of the council. All options on service delivery will therefore be

reviewed over the medium term, including the potential to work more collaboratively with neighbouring public sector bodies, to provide efficiencies in processes, and deliver improved services for residents. Where we cannot provide those services directly ourselves we will promote, facilitate and support other key partners who share our ambitions for the borough.

- 6.29 New corporate performance indicators have been proposed to show the direction of travel for the council, and focus more on the delivery of its priorities. The current performance indicators will still be maintained by service areas and will form part of their overall service action and performance plans used to inform the current and future delivery of each service area. The proposal is that the performance indicators reported formally to members will be the ones which demonstrate whether priorities are being delivered.
- 6.30 The medium term financial plan will be revised, based on the new priorities, and be consulted on where appropriate. It will then be refreshed periodically as part of the annual budget setting process. Following that, more detailed service delivery plans will be put into place. These action plans will reflect the operational issues to be delivered. It is likely that these plans will identify further changes to the way services are provided and managed. The structure of the organisation needs to reflect the priorities it is trying to achieve and the management of the organisation will therefore need to change and adapt in line with the new plans.
- 6.31 A new structure is being developed by the senior management team, building upon the recent recruitment, and will be consulted upon with all staff before being implemented.

7 Legal powers

The council is required by the Local Government Acts 1972 and 2000 to make arrangements for the discharge of its functions.

8 Financial and value for money implications

Effective management of urgent and important activities ensures value for money and optimum deployment of resources.

9 Risk analysis

Nature of risk	Consequences if realised	Likelihood of occurrence	Control measures
Targets not achieved	Improvements not delivered in time or to required quality	low	Regular scrutiny and review of the plan by leading officers and members
Targets not appropriate	Improvements not effective or appropriately targeted	Low	Regular scrutiny and review of the plan by leading officers and members

Resources not deployed to match priorities described in the plan	Improvements not delivered in time or to required quality	Medium	Review of medium term financial strategy to be used to inform resource allocation
Failure to focus on the needs of the community	Inappropriate services provided Inefficient use of resources Adverse external audit and inspection reports Reputation damage	Low	Business planning and performance management arrangements

10 Implications for resources

Delivery of benefits and outcomes detailed in the plan should lead to efficiencies and increase the likelihood of attracting resources from stakeholders.

11 Implications for stronger and safer communities

Delivery of benefits and outcomes detailed in the plan should increase the effectiveness of efforts aimed at forging safer and stronger communities.

12 Implications for equalities

Delivery of benefits and outcomes detailed in the plan should result in better outcomes for all people and communities served by the council. Any significant changes in policy will be the subject of consultation and impact assessments before they are put in place.

13 Author and contact officer

Liz Elliott Managing Director

14 Consultees

Senior Management Team

15 Background papers

Corporate Business Plan 2011-14
Policy Seminar outcomes

Key aspects to be included in the final Business Plan for 2018/19

In 2018-19 we would like to develop further;

- A plan to make the borough prosperous, safe and secure for the future
- Keeping the town and surrounding area vibrant and viable
- Making the council sustainable to face future challenges and changes
- Using our assets to their best advantage for the council and the communities it serves
- Reflecting the needs of our communities in the services we deliver
- Balancing resources in order to deliver the plans, but taking account of capacity in the availability of human and financial resources in their delivery
- A final structure for the council that has succession planning in place ,is flexible for changing needs and reflects the councils priorities
- Sound plans and strategies in place to enable offices to deliver the council's priorities within the resources available

2018/19 key priorities and projects

- Use the council's assets to generate greater income and as a catalyst for wider town centre regeneration
- Develop a plan to ensure the town centre is sustainable for the medium to long term
- Proactively deliver more housing either by working with others to encourage house building or to build or develop our own assets to deliver housing solutions
- Review and address parking and traffic issues both in the town centre and the wider borough
- Support where possible Bedford College on the Tresham Campus to ensure we can offer further education in the town centre
- Progress the tender the Castle Theatre contract and work with new supplier to ensure a sustainable future for the theatre in the town centre
- Review the councils structure and resources to enhance environmental compliance through education and enforcement
- Engage with partners and the public to encourage community cohesion and promote community safety
- Adopt the local plan to ensure the needs of the borough are understood and it contributes to ongoing development plans
- Provide services that are value for money and keep council tax at levels that demonstrate this

Appendix 1

How will we do this;

Stage 1: Wider strategic issues

- Continue with the Local Plan
- Consult and engage where relevant
- Develop stronger partnerships for the future

Stage 2: Narrower focus on local issues

- Prioritise , plan and deliver capital projects, with robust project management
- Look at ways services are delivered, providing better value and improved customer service, through efficient service provision
- Prioritise and plan revenue projects to promote financial stability for the future and to help balance the councils revenue budget
- Remain focussed on the main issues and priorities and allocate resources accordingly;

Stage 3: Planning for the future

- Reinstate stronger service planning to identify the main issues for each service and the actions needed to address these
- High level planning for 2019 and beyond

Key Corporate Performance Information 2018/19				
	Objective/Focus	Outcome	Measure	Target
1	Effective financial management	Financial stability	% actual expenditure against budget	95%
2	Prosperous local economy	Increase in commercial properties in the borough	increase in the overall rateable value of commercial properties	+£500K pa
3	Regeneration that protects and enhances the borough's assets	Major projects using council assets delivered	% on time and within budget	95%
4	Public health and safety	Improvements in food safety and health and safety in the work-place.	% of food businesses classified as "Broadly compliant" or better. No. of work-place accidents reported	94% 70
5	Clean environment	Customer satisfaction with cleanliness in the town centre and across the borough maintained	% of customers satisfied or better in the annual satisfaction survey conducted by NORSE	70%
6	Sustainable development meeting the needs of local people	Local plan delivered on time and within budget	YES/NO	90%

Appendix 2

BOROUGH COUNCIL OF WELLINGBOROUGH CORPORATE PLAN

Introduction

The Borough Council of Wellingborough continues to face challenging financial pressures as government funding continues to reduce. It is essential that if we are to deal with these challenges we focus our remaining resources on the most important priorities for the community. The people and businesses of Wellingborough are facing exceptional economic circumstances. We want to do all we can to promote the economic, social and environmental well-being of the people of the Borough and this lies at the heart of the priorities set out in this plan. Our community, and in particular its more vulnerable members, need to be able to withstand the effects of the continued economic changes and be supported as we move forward towards recovery. The future holds more uncertainty, from the changing face of local government to the impacts that Brexit may have, so it is even more important that we target our resources on things that will make a difference locally to all our residents. We will continually try to deliver our services to demonstrate value for money.

This Corporate Plan includes corporate objectives that guide and direct planning and decision-making towards the accomplishment of our vision and mission.

Our Vision

“Making Wellingborough a place to be proud of”

Our Mission

The mission of the Council is to **lead, engage and perform**. We must:

- **lead** the community by helping people and organisations to work in partnership for the good of the whole borough.
- **engage** with local people and our partners, understand what affects the borough and use that information to prioritise what we do.
- **perform** to the high standards people expect of us and make sure that efficient and effective services are available to meet local needs

Our Values

Our values describe the expectations of how we will behave:

Leading by example	Setting high standards	Open and honest	Focusing on performance
We encourage people to be actively involved in society and take responsibility for themselves and others	Everything we do is legal and ethical	We are honest about what we can and cannot do	We design our services around customers' needs and improve them whenever we can
We promote a society where people from different backgrounds are all involved, respected and get on well	We value, develop and protect our employees so they can deliver the best possible services	We listen to, and regularly and honestly communicate with, local people and our employees	Our decisions are based on evidence of what does and does not work
	We recognise the contributions made by our employees and partners	We are open to the views of local people and our employees	We learn constantly from our performance
		We are willing to learn from our experiences and from others outside the Council	We use our resources effectively to provide good value for money

What Does The Corporate Plan Do?

This Corporate Plan sets out five strategic themes that will guide how we plan and deliver services for the people of the Borough over the medium term. These themes are

- **Promoting high quality growth**
- **Reducing crime and anti-social behaviour**
- **Improving life chances for young people**
- **Delivering efficient and responsive services**
- **Enhancing the environment**

In addition, each year we set out in our Business Plan our priorities for the year ahead. These priorities reflect where the Council's attention and resources will be focused that year to achieve particular, measurable outcomes.

The five strategic themes and our annual priorities all help to achieve the Council's Vision

How Will This Corporate Plan Work?

All our resources, both people and financial, will be focused on achieving the outcomes within this Corporate Plan and the annual Business Plan. Anything which is not in these plans, or which is not a national or regional policy, will not be considered a priority for additional resources.

All of our other plans and policies will be framed by this Corporate Plan and will reflect its priorities.

Our Medium-Term Financial Plan will identify and provide the financial implications of delivering this Corporate Plan.

Our service plans will provide more detail on commitments and actions required to deliver the Corporate Plan and will be linked to the annual Business Plan

How Will This Corporate Plan Be Reviewed?

The plan will be reviewed annually to reflect:

- How we are progressing against the planned outcomes
- Any changes to the annual priorities following the annual policy seminar
- Public and stakeholder feedback
- Delivering the outcomes specified for each of the strategic themes will be the responsibility of the Council's Management Team, who will monitor progress and make regular reports to the Members of the Council

Details of our performance management framework are set out later in this document.

Our Strategic Themes

1: Promoting high quality growth

Promoting high quality growth is about creating a prosperous and vibrant economy. It means creating an increased range of jobs, building additional homes and creating places and communities. It requires us to make wise land use decisions and take the lead in managing growth and development. We need to ensure adequate physical and social infrastructure in the town to support sustainable growth for new and existing communities. We need to stimulate ambition, retain and enhance skills and promote a diverse and adaptable skilled workforce. We need to make the town more attractive to shoppers, investors, visitors and new residents.

2: Reducing crime and anti-social behaviour

We want Wellingborough to be a place where people feel they are proud to belong. Safety is most people's number one priority. The sense of safety is not purely within the gift of the council and we need to make sure that we have the right partnerships that can help us to take the lead in creating a safe Borough. We work with a number of other organisations to help foster a climate of personal and community safety. Key to reducing the fear of crime and disorder is reassuring our communities and promoting cohesive communities.

3: Improving life chances for young people

The life chances of young people can be significantly affected by where they live, the standard of their homes, health, opportunity and household income. This priority means working with our community and partners to invest in opportunities for young people, to sustain economic growth and well being in the Borough. Leisure and cultural activities and opportunities for children and young people are vital in improving the health of the next generation. Improved attainment through education and enhanced skills will support improved quality of life and life chances for young people.

4: Delivering efficient and responsive services

We are continually improving to provide modernised, efficient and accessible services. We will work to improve our customer insight so as to deliver excellent customer services and provide value for money services with a clear local focus. This priority means working with our community and partners in the Borough to co-ordinate actions and to deliver quality services at the lowest effective cost.

5: Enhancing the environment

This priority is about working with our community and partners to develop the Borough as an attractive and desirable place to be, where the needs of people of all ages are supported. Achieving a good quality of life is dependent upon the environment in which we operate. We need to feel that our environment is healthy, that our towns and villages are clean and that we have green spaces where we can relax. And we need to play our part in protecting the environment for future generations. We work with a number of other organisations to help create a sense of well-being. Improved participation and access to leisure and cultural facilities are also vital for well-being and support the promotion of healthy living initiatives that assist in improving the quality of life.

The Council and its partners in context

We work through a number of strategic partnerships with other service providers and organisations in the area.

We have a vision of Wellingborough being the place to be; at the heart of Northamptonshire where we are proud to be. We want Wellingborough to be the place where all have high aspirations, all are encouraged to achieve them and the potential is realised for the whole community; the place where we lead in quality businesses and the environment; the place where communities are sustainable, healthy, safe and prosperous.

Our ambition is ;

Your money: (Money, jobs and enterprise). The Borough has a stronger and more resilient local economy delivering prosperity, employment, and housing for the benefit of residents of the Borough.

Your skills: (Driving up learning and skills). The people of the Borough have the skills and capabilities they need to fulfil their potential in work, family and community life.

Your health: (Being healthier). All people have the opportunity to live long, healthy and happy lives through the information, choices and quality of services available to them.

Your safety: (Reducing Crime and Anti Social Behaviour). The Borough is a safe place to live and work where people get on well together.

Your neighbourhood: (Clean and tidy neighbourhoods). The Borough is a clean and environmentally sustainable place to live and work where the built and natural environments are protected and enhanced.

Planning for the Future

Our strategic planning process begins with an examination of organisational vision, mission and core values in the context of our community's needs. It ends with the development of a strategic business plan that translates these into actions and actions into outcomes via a set of aligned service plans.

Developing an organisational strategy means making choices and decisions. Defining strategy means addressing needs that will help achieve the desired future for our community and our organisation.

Performance Management

In order to set our overall strategic direction and develop our performance management framework we ask ourselves these questions:

1. **Stakeholder Satisfaction** – *who are the key stakeholders and what do they each want and need?*
2. **Stakeholder Contribution** – *what contributions do we want and need from our stakeholders on a reciprocal basis?*
3. **Strategies** – *what strategies do we have to put in place to satisfy these twin sets of wants and needs? What are the priorities on which we need to focus?*

Appendix 3 – Corporate Plan

To ensure that we can address the service delivery questions these strategies give rise to and measure our performance, we then consider the following dimensions of performance and ask ourselves the following questions:

1. **Community Outcomes** – *Are we delivering the outcomes stakeholders want?*
2. **Internal Processes** – *Can we improve an outcome by changing the way in which a service is delivered?*
3. **Partnerships** – *Can we improve an outcome through a new partnership or by changing the way we work with an existing partner?*
4. **Use of Resources** – *Are services being delivered in a way that optimises the balance between economy, efficiency and effectiveness? How should we align our financial and other assets to improve performance?*
5. **Capabilities and Development** – *Are we maintaining technology and employee training and development for continuous improvement?*

The answers to these questions inform our key priorities. These priorities are broadly defined as they provide context for what we aim to achieve. It is the relationship between our five themes and key priorities that provide the framework for service plans and individual employee activity.

Focusing on performance in this manner highlights clearly the link between outcomes and performance management by concentrating attention on the organisational strategies, processes and capabilities needed both to create stakeholder satisfaction and to obtain the stakeholder contributions needed.

This Business Plan sets out how the council aims to achieve this and what the key priorities are for the council to deliver in the coming year.

Budget decisions impact on how well strategy is implemented and executed. How well budget allocations are linked to strategic needs can either promote or impede the implementation process. This is why the Corporate Plan and related service planning arrangements are framed by our Medium Term Financial Strategy that sets the financial context and seeks to ensure the effective and best use of resources available to deliver against priorities.

How we make best use of our resources

Ensuring that our services are delivering value for money is a key priority for Wellingborough

- Our revenue and capital budget strategies are linked to the council's priorities and support value for money services
- Ongoing efficiency savings are identified and subject to annual review
- Budgeting reviews of all services are used to identify further efficiencies, target improvement and scope potential delivery options
- Value for money opportunities through procurement approaches are used
- Our effective asset management processes help to deliver resource efficiencies
- Good quality data on performance and finance supports effective decision-making

Appendix 3 – Corporate Plan

We will:

- deliver balanced finances each year and in the medium to long term
- ensure that resources are planned in conjunction with our corporate planning process so that we can deliver against our commitments
- continue to drive out inefficiencies in what we do, and seek to deliver good value for money
- enhance our reporting processes so that there is good and effective scrutiny of what we do
- build community needs and expectations into all of our planning processes

Promoting equality and fairness

As well as delivering high quality services to all residents, we intend to become a model employer, meeting our varied duties in terms of recruitment and employment practices. In addition to meeting our legal duties in relation to equality we plan to give particular emphasis to the following objectives

- Making sure that services and information can be accessed easily and in a fair and equal way;
- Ensuring that the Council's employment policies and practices promote and improve equality of opportunity;
- Improving how equalities are advanced in partnerships and procurement

Our challenges

Our Corporate Plan has been shaped by an understanding of the issues Wellingborough and its residents face and our role in addressing them.

This will require us to make sure that our own Local Plan and Core Spatial Strategy are current and provide direction to 2031 and in doing so preparing for economic regeneration of the borough.

The continuing economic climate and the anticipated increasing pressure on public resources is leading to a radical change in how we deliver services and how we structure ourselves.

At the same time, there are many other factors that our plans need to tackle including:

- Town centre vitality and regeneration
- Meeting the needs of our changing population
- Reducing crime and improving safety
- Providing more and higher skilled employment opportunities and skilled employees to take these positions
- Providing good quality housing choice for all
- Reducing deprivation and inequalities in a range of factors such as health, prosperity and safety.

Looking to the future, the Government sees Councils into the future being less reliant and dependent on Central Government grants and funds. Councils will be expected to invest in and support the local economy through a number of incentive schemes whilst being better able to finance themselves.

The Medium Term Financial Strategy sets out how we are to achieve the change needed to arrive at a sustainable budget for the Council over the medium term. For the immediate future

Appendix 3 – Corporate Plan

the Council will be focusing on the following areas of cost reduction and revenue generation as we move towards a sustainable budget:

- Maximising the return from property assets
- Reducing management and staffing costs
- Redesigning service delivery where applicable
- Generating income from fees and charges in a more commercial approach
- Reducing discretionary services
- Making changes to service standards where necessary

These approaches reflect an ambition of the Council to balance its traditional focus on direct delivery of quality services to local people whilst beginning to embrace contemporary models of devolved service facilitation in partnership with private, public and voluntary sector agencies.

In conclusion

The Council is taking steps to adapt to changes in the national and local economy. Internally, the Council has undergone significant restructuring in staffing, services and budgets. Looking outwards, the Council is focusing its efforts on delivering the improvements that will have the biggest impacts on its own financial position and services for our local communities. The Council has restated its commitment to working with local business, public and voluntary sector partners to meet these challenges and ensure it is both financially stable and viable for the future.