

DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
OFFICE OF THE CHIEF EXECUTIVE	EXECUTIVE COMMITTEE	25 APRIL 2024	10
CORPORATE PLAN 2024-2028			

PUBLIC ITEM

This item is for consideration in the public part of the meeting.

RELEVANT LEAD MEMBER

This item is within the remit of the Lead Member Councillor Karen Buckley, Leader of the Council.

PURPOSE OF THE REPORT

To present the draft of the new four-year Corporate Plan 2024-28.

To provide details of the process for developing the Corporate Plan and links with other key strategic documents.

RECOVERABILITY

This decision is recoverable under section 7 of part 3 of the constitution.

RECOMMENDATIONS

1. The committee considers the draft Corporate Plan for 2024-2028 and recommends that it be forwarded to Full Council for approval following stakeholder consultation as outlined in the report.

REPORT

1. Every council has its own methods and preference for producing strategic and business plans, including the corporate plan, there is no prescribed process or statutory requirement to produce a corporate plan. However, without a corporate plan or similar document any organisation would be operating without vision, aims, objectives, or priorities and it would be identified as a strategic failure at audit and inspection for example, the forthcoming [Corporate Peer Review](#) as well as the work carried out by [Oflog](#), will expect the council to have a Corporate Plan as a required element of operating the organisation. The corporate plan is aimed at every stakeholder linked to the council including residents, partners, elected members, local businesses, visitors, employees etc. sharing the strategic priorities and vision with everyone.
2. The corporate plan at Fylde has always been based on a four-year cycle to coincide with the administrative term of office for elected members. A new four-year plan is developed after the Borough elections which is common best practice with many local authorities.
3. As part of the established process at Fylde, the corporate plan is reviewed every year to monitor and evaluate progress but also to consider whether changes in policy, regulations, laws, politics, or the community have occurred that would require a revision of the plan. For example, the pandemic resulted in a review of targets, projects, and resource priorities in the corporate plan.

4. The annual review is best practice because, over the four-year life of a corporate plan, there will be factors that change from the situation when the plan is initially drafted. The annual review will be presented to the Internal Affairs Scrutiny Committee which can forward recommendations to Executive Committee and Full Council. Over the life of the plan, there will be factors outside of the council's control that will change, for example, legislation, regulations, national policy etc. It will be necessary to review the plan to consider whether any changes impact strategic issues in Fylde.
5. The Corporate Plan sets out the vision, aims and priorities for the Council over the next four years. The Plan is the Council's primary strategic document, providing a framework for the delivery of services, and providing the context for other relevant strategies and plans produced. The objective is to have a 'golden thread' with the Corporate Plan as the lead strategic document which informs other strategic documents that the council is either required or has chosen to develop to support the delivery of the priorities in the Corporate Plan. Appendix 1 of this report includes a summary of the key performance measures, projects, strategies, and plans for each of the themes in the Corporate Plan.
6. The Plan informs the development of service plans, the budget, and the direction of the Council and is a key component of good governance. Ensuring that resources are allocated appropriately is particularly important given the financial challenge and resource restraint the Council has experienced since the pandemic, and which are evident over the five-year forecast in the Medium-Term Financial Strategy. Local authorities need to plan their future direction based on the best strategic fit between the resources available to meet stakeholder needs and expectations and the environmental conditions which prevail. Putting strategies into practice and acting strategically ensures that councils are focused on the things that really matter and can allocate scarce resources accordingly.
7. Each service area of the council produces a service plan (also referred to as a business plan in some organisations) that links to the corporate plan drawing from the priority of the activities, projects, and measures that will deliver the outcomes. Service plans are the operational element of the process and an essential part of the 'golden thread' because they include tangible activity that employees deliver to achieve the vision, the link is made between the high-level strategic document and the work each service area delivers. Service plans used to shape service delivery and resource allocation within teams, are reviewed at least annually but can often be revised in response to changes in service because of regulation, unexpected circumstances, a surge in demand, policy review, member decisions, etc. The service plan is flexible because it needs to be responsive to change.
8. The Council's vision is "*Fylde to be a place where people choose to live, work and raise a family, retire and feel safe, visit and want to return*". To deliver this, five strategic commitments have been outlined:
 - 1) **Quality Services**
 - 2) **Clean and Green Environment**
 - 3) **Vibrant and Healthy Economy**
 - 4) **Safe and Caring Community**
 - 5) **A Great Place to Visit**
9. The strategic commitments have been developed after consideration of the priorities for the Borough which stakeholders have informed through several methods:
 - Stakeholder engagement – the information that is gathered on a regular basis through surveys, committees, forums, research, complaints, compliments, campaigns, and direct conversations. This information comes through all the service areas, employees, elected members, partners etc. and is the body of knowledge that enables the council to understand the local community.
 - Local intelligence – statistics (such as census data) or information and data from partners, economic statistics, local facts, shared intelligence, research, projects, audits, and inspections.
 - National issues – statutory services have laws, regulations, targets, and requirements laid out by the government which must be reflected in the corporate plan priorities, the council has a legal duty to deliver many services, and the plan is informed by the strategic direction set by the government.

- Partner priorities – the council considers the priorities of lead partners such as the county council, the police, or the NHS who serve the same local community. Using resources effectively by understanding the roles and responsibilities of partner agencies avoids waste and duplication whilst increasing synergy.
- Internal priorities – the leading group have provided a steer on the priorities for the next four years based on the key issues identified through canvassing and commitment drawn from the manifesto.

- Each strategic commitment will have performance measures that will be used to monitor progress and outcomes over the life of the plan (Appendix 1) which will be included in the relevant service plans. The Performance Management Framework (PMF) monitors the progress and delivery of the Corporate Plan through the agreed performance measures and completion of actions or projects. The information is available online, it is 'live' and represents the latest position and can be accessed at any time. The performance monitoring data is a primary element in the annual review of the corporate plan reported to the Internal Affairs Scrutiny Committee. The PMF provides the necessary assurance that performance management is being undertaken rigorously and transparently, with appropriate oversight and reporting of performance.
- Activities within the Corporate Plan, and those included in the service plans, are subject to individual risk and equality impact assessments where applicable. The Corporate Plan is kept under review, particularly in circumstances where the Council is facing new challenges or opportunities, whether these are local, regional, or national. Several initiatives have been carefully considered that will be monitored to determine whether there is an impact on the plan including, forthcoming elections, review of local government finance, Lancashire devolution, and measures being considered in the Levelling Up and Regeneration Bill.
- The draft of the Corporate Plan was presented to the Internal Affairs Scrutiny Committee on February 20th, 2024, with the committee providing feedback and comments that have helped shape this report and inform the plan. The committee is asked to consider the draft Corporate Plan 2024-2028 and recommend it to the Full Council for approval after a period of stakeholder consultation. The final draft will be presented to the next ordinary Full Council meeting on July 15th, 2024. Any further feedback provided to inform the final draft will be considered and should be received by May 31st, 2024. The [draft Corporate Plan 2024-28 is available online](#).
- Once approved by the Full Council the Corporate Plan 2024-2028 will be published online, linked to other media channels used by the council, and circulated to all partners, and a limited number of hard copies made available at customer service points and on request.

CORPORATE PRIORITIES	
Economy – To create a vibrant and healthy economy	✓
Environment – To deliver services customers expect	✓
Efficiency – By spending money in the most efficient way	✓
Tourism – To create a great place to live and visit	✓

SUMMARY OF PREVIOUS DECISIONS
Internal Affairs Scrutiny Committee – February 20 th , 2024. The Committee RESOLVED to recommend the proposed Corporate Plan 2024-2028 to Full Council for approval.

BACKGROUND PAPERS RELEVANT TO THIS ITEM		
Name of document	Date	Where available for inspection
An online drafted version of Corporate Plan 2024-28	February 2024	https://new.fylde.gov.uk/3d-flip-book/corporate-plan-draft

Business planning and strategic Management (LGA Guide)	August 2012	business-planning-867.pdf (local.gov.uk)
Oflog (The Office for Local Government)	December 2023	Office for Local Government - GOV.UK (www.gov.uk)
LGA Corporate Peer Challenge Reports	April 2021 -2024	Corporate Peer Challenge reports Local Government Association

LEAD AUTHOR	CONTACT DETAILS	DATE
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Appendix 1 – Activity Linked to the Corporate Plan Themes