



## CABINET

**9<sup>th</sup> November 2022**

**Subject Heading:**

*Vision and Corporate Plan*

**Cabinet Member:**

Councillor Morgon

**SLT Lead:**

Sandy Hamberger, Director Policy,  
Strategy and Transformation

**Report Author and contact details:**

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**Policy context:**

The Corporate Plan sets out the Council's vision and strategic priorities that will be delivered during 2022-2027.

**Financial summary:**

There are no specific financial issues arising from the approval of the plan. It is expected that the Corporate Plan will be delivered within the approved budgets. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision making processes.

**Is this a Key Decision?**

**Yes**

**(c) Significant effect on two or more Wards**

**When should this matter be reviewed?**

***Bi-annually, after the LGA Report has been published***

***Overview & Scrutiny Board***

**Reviewing OSC:**

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

***NB these will change post agreement of the Corporate Plan***

**SUMMARY**

This report presents a draft Vision and Corporate Plan for the 2022/2027 period, which has been aligned to the new Vision and three corporate priority pillars; People, Place and Resources.

It sets out performance measures for the current 2022/23 year.

**RECOMMENDATIONS**

The Cabinet is asked to approve the Vision and Corporate Plan and proposed Corporate Performance Indicators.

**REPORT DETAIL**

The Corporate Plan sets out the Council's vision; "***The Havering you want to be part of***", and how this will be achieved through the delivery of the three corporate priorities of People, Places and Resources. Each of these have a number of outcomes that together will help achieve the Vision, and identified key activities over the four years that will contribute to the delivery of the outcomes that underpin the Vision.

The progress against each of these will be monitored by a number of indicators and measures shown against each priority pillar, outcome and actions. This will be reported to Cabinet on a quarterly basis, and through an annual report that will summarise the year's performance and overall progress against the Vision.

The Vision and three priority pillars together, form the proposed Corporate Plan for 2022-2027. These will be refreshed annually to take account of changes required.

Cabinet is asked to note that much of the content of the corporate plan is cross – cutting. Many of the actions and achievement of the Corporate Performance Indicators are not solely the responsibility of one service, but a number of services. This will be reflected through the quarterly corporate performance reports and monitoring of the corporate and service plans throughout 2022/23 and in future years.

Not all of the Performance measures are currently collected, and systems will need to be put in place and reported in due course.

The draft Corporate Plan is attached as **Appendix 1**.

**REASONS AND OPTIONS**

**Reasons for the decision:**

Whilst there is no statutory requirement to have a Vision and Corporate Plan, having one provides clarity for staff, partners and residents. The Corporate Plan identifies what the Borough's challenges and changes are, and what the priorities are for People and Place. This is particularly important given the last Corporate Plan was agreed prior to the Pandemic. As we enter the recovery phase, resources must be focused and prioritisation clearly communicated.

Option three was agreed, as this was considered to provide the balance of clarity and avoidance of confusion required, within current resources delivery.

**Other options considered:**

**Option one:**

**Not having a Corporate Plan**

Consideration was given in light of the Councils financial position to not having an agreed Corporate Plan. This was rejected on the basis of the loss of clarity and prioritisation arising from the consequence of not having one. This option would require an alternative approach to ensure the priorities were communicated, which would defeat the objective.

**Option two**

**Using an alternative provider to develop an alternative offer**

Given the financial position, this would have been a more costly option and was discounted in favour of an in-house simple offer.

**Option three**

Develop a simple in-house Corporate Plan with no costly launch etc.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There are no immediate financial implications arising from approving the Corporate Plan. However, delivery of the plan will have significant financial implications that will be considered as part of the annual MTF cycle. It is expected that the 2022/23 Corporate Plan requirements will be delivered within approved Revenue & Capital budgets. Any budgetary issues arising from delivery of the plan will be raised through normal budget monitoring processes. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision making processes

### **Legal implications and risks:**

There are no direct legal implications or risks from this report. The corporate and service planning processes will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by the Government even if there are inadequate or no commensurate increases in Government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses

### **Human Resources implications and risks:**

There are no major direct HR implications or risks from this report. Any HR issues which occur as part of any change processes will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy Policy and associated guidance

It is important to note that the Choose Havering values and behaviours are a key enabler of the proposed vision in its implementation and how we engage future employees creating the right environment and culture.

It is also critical that people policies and processes support the vision and that in particular that we create a golden thread from our vision to our corporate plan and into individual performance objectives, skills building and development through our performance management process.

### **Equalities implications and risks:**

Equalities assessment is normally required for significant impacts upon ANY of the "protected characteristics". As this is a four year Corporate Plan that takes account of demographic demands in the community, it is appropriate that detailed equality implications of individual proposals and activities arising from this, will be assessed as necessary as part of the corporate and service planning processes. Equality

impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

That said, the priorities contained, include a range of positive ambitions expressed through the outcomes and activities.- in line with the context of the Borough and needs.

### **Health and Wellbeing implications and Risks**

As detailed in the Corporate Plan, a range of key health and well-being issues have been specifically identified under the priority pillars and outcomes. In addition, a number of other priorities concern the wider determinants of health and aspects of community and place that impact on health outcomes. As decision papers regarding each priority are developed via the normal planning and delivery process, they will be subject to a thorough health impact assessment which will identify opportunities to maximise health benefits, minimise potential harms and minimise health inequalities between communities and population groups.

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### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

The Council has agreed for the organisation and the borough to be carbon neutral by 2040 or sooner. To help facilitate this ambition all reports must address the recommendation impact on Climate to support Members' decision making.

The Corporate Plan ambition is to progress this, future reports will give consideration to the specific issue of Climate Change impact arising from that.

**BACKGROUND PAPERS**

28<sup>th</sup> September 2022 Cabinet: Update report on the Council's financial position and Medium Term Financial Strategy

[\(Public Pack\)Agenda Document for Cabinet, 28/09/2022 19:30 \(havering.gov.uk\)](#)