

Corporate Plan 2023 – 2027	
Executive Summary	<p>Following the District Council elections on 4th May the Cabinet and Corporate Leadership Team have worked to develop a new Corporate Plan which sets out the intent and ambition of the authority for the period 2023 – 2027.</p> <p>The draft Corporate Plan document is now presented for formal approval by Cabinet and thereafter presentation to Full Council for adoption.</p>
Options considered	<p>The Council is required to publish a Corporate Plan.</p> <p>The development of this Plan reflects the priorities of the administration based upon their manifesto statements and looks to take forward new actions under the principal themes from the 2019 – 2023 Corporate Plan – particularly with respect to the environment and Net Zero, housing, the local economy, quality of life and engagement with our residents and communities.</p>
Consultation(s)	<p>The development of the new Corporate Plan has not in itself involved a specific process of consultation. The Plan has been developed recognising those critical issues facing North Norfolk and its communities and reflects the priorities of the incoming council administration for the period 2023 – 2027. These issues are not new and will involve the Council working with established partners to develop responses to these challenges. The Corporate Plan is a high level document setting out the priorities of the Council over the next four years, with specific project proposals and interventions developed to address those challenges being the subject of engagement and consultation in the months ahead.</p>
Recommendations	<p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> 1. Agree the content of the draft Corporate Plan 2023 – 2027 as a statement of the Council’s intent and ambition for the term of this Council administration. 2. Authorises the Chief Executive, in consultation with the Leader of the Council, to agree any minor revisions and changes to the final draft of the Corporate Plan document and thereafter the format / design of the document for publication, following adoption by Full Council. 3. That Cabinet publishes an Action Plan detailing how the objectives detailed in the Corporate Plan will be delivered / achieved to its November 2023 meeting. <p>That Cabinet recommends to Full Council:-</p> <ol style="list-style-type: none"> 4. That Full Council adopts the Corporate Plan 2023 – 2027.
Reasons for recommendations	<p>The Corporate Plan details the Council’s ambitions and intent for the next four years. It will provide the framework and context for the Council’s service provision, project</p>

	<p>interventions and resource allocation (financial and staffing) for the period through to 2027.</p> <p>The Plan will be subject to annual review to ensure that it continues to reflect the Council's priorities and objectives throughout the next four years in response to emerging trends, policy developments and legislation.</p>
Background papers	No background papers were used in the preparation of this report.

Wards affected	All
Cabinet member(s)	Cllr Tim Adams, Leader of the Council
Contact Officer	<p>Steve Blatch, Chief Executive</p> <p>Tel:- 01263 516232</p> <p>Email: steve.blatch@north-norfolk.gov.uk</p>

Links to key documents:	
Corporate Plan:	Not applicable – this report proposes a new Corporate Plan
Medium Term Financial Strategy (MTFS)	The adoption of a new Corporate Plan will inform future revision of the Medium Term Financial Strategy
Council Policies & Strategies	The adoption of a new Corporate Plan will inform future revision / adoption of council policies and strategies

Corporate Governance:	
Is this a key decision	Yes
Has the public interest test been applied	Public business item.
Details of any previous decision(s) on this matter	New Corporate Plan to reflect the priorities of the Council during the period 2023 - 2027

1. Purpose of the report

- 1.1 To propose a new Corporate Plan for the Council for the period 2023 – 2027.

2. Introduction & Background

- 2.1 The Corporate Plan is a key document which details the Council's ambitions and intent for the four-year term of this Council administration. It is a high-level document which details the Council's priorities and will then inform service provision, project interventions and the allocation of staff and financial resources to deliver against those priority issues and themes over the lifetime of this Council.

- 2.2 The Corporate Plan details the Council's ambitions and priority areas of focus and attention. However, alongside delivery of actions in support of the Corporate Plan objectives, many of the Council's staff and resources will be focused on the delivery of "core" or statutory services around which there is some choice as to service standards but little real discretion over the need to provide.
- 2.3 The Council's performance in these "core" service areas will be the subject of performance monitoring and "benchmark" reporting in addition to reporting on the progress the Council makes in delivering against its Corporate Plan objectives in quarterly performance reports.

3. Proposals and Options

- 3.1 Following the District Council elections held on 4th May, the Council's new Cabinet has shared its priority areas of focus for the next four years with the Corporate Leadership Team and work has been undertaken to refine key ideas and proposals in to a high level Corporate Plan, which is now attached at Appendix A of this report.
- 3.2 The Plan has a headline strapline and overarching statement of intent, as follows:-

Putting North Norfolk and its Communities First

We will be a Council green to its core, focussed on supporting the communities of North Norfolk; particularly our rural villages, businesses, those affected by the housing crisis and the challenges facing our unique environment.

- 3.3 This statement of intent is then supported by five principal themes, being:-
- **Our greener future**
 - **Developing our communities**
 - **Meeting our local housing need**
 - **Investing in our Local Economy and Infrastructure**
 - **A strong, responsible and accountable council**
- 3.4 Following approval and adoption of the Corporate Plan, work will commence on the development of a more detailed Action Plan for this year and next (2024/25) which will outline those projects and interventions the authority might seek to take forward to address the challenges faced by the District under each of the priority themes over the next 21 months – particularly in the 204/25 year. It is proposed that this will be an inclusive process with some initial work being progressed by officers over the July / August period and then some member / officer workshops for each theme held in September before a draft Action Plan is presented as a pre-Scrutiny item to the Overview and Scrutiny Committee meeting on 11th October and then the final draft Action Plan documented presented to Cabinet for approval at its meeting to be held on 6th November.
- 3.5 Agreement of the Action Plan will then inform a revision of the Council's Medium-Term Financial Strategy and the 2024/5 budget process, so that the

focus of the Council's activity and resources in the future are clearly aligned to the Corporate Plan priorities.

4. Corporate Priorities

4.1 Early agreement of a new Corporate Plan for the four-year term of this Council administration will provide a clear public context for the Council's priority actions and allocation of resources – both staff and finances for the next few years.

4.2 Agreement of the new Corporate Plan will therefore provide the context for the development of new policies and strategies and inform future financial and investment decisions to be made by the authority on projects and initiatives moving forward. The Corporate Plan is therefore a key document for the authority as it looks to plan for the next four years.

5. Financial and Resource Implications

5.1 Agreement of a new Corporate Plan will assist with the Council's financial planning through informing a revision to the Medium Term Financial Strategy and preparation of the 2024/25 and future years budgets.

5.2 Preparation of the new Corporate Plan itself will not involve significant direct costs beyond senior management time, which has been scheduled to support this process following the May elections. There will then be some wider requirement for officer time in the development of the Action Plan over the period July – October this year but this will provide the context for where staff and financial resources will be directed in the future.

5.3 There are no direct costs associated with the preparation of the new Corporate Plan itself; any project proposals identified through the Action Plan process will require the development of business cases and allocation of resources in their own right in due course.

6. Legal Implications

6.1 The Council is required to produce a Corporate Plan detailing its priorities and focus in seeking to address the challenges and opportunities in its area. The Corporate Plan is a high level document and does not in itself raise any legal issues which require consideration at this time. As individual project proposals are developed due consideration will need to be given to any legal issues arising through procurement, land and premises, employment issues etc.

7. Risks

- 7.1 The development of a new Corporate Plan does not in itself raise any risks for the authority. As individual project proposals are developed each will be required to consider any risks involved and where these are significant a project risk register developed and regularly reviewed. Any significant “corporate” risks would be escalated and included in the Corporate Risk Register.

8. Net Zero Target

- 8.1 The challenges of climate change and the Net Zero agenda and the Council’s proposed response feature prominently in the new Corporate Plan; with specific objectives outlined. Detailed project proposals which seek to address the Net Zero challenge will be included in the Action Plan as well as there being an over-arching narrative and requirement for the Council to consider Net Zero objectives in all of its activities and actions moving forward.

9. Equality, Diversity & Inclusion

- 9.1 The development of a new Corporate Plan does not in itself raise any issues in respect of equality, diversity and inclusion although a number of the key themes of community engagement, housing, the economy, and quality of life seek to address equality and diversity issues across the District.
- 9.2 As the Corporate Plan Action Plan is developed over the period July – October proposals will be assessed against an Equality Impact Assessment to ensure that the implications of any proposals on equality, diversity and inclusion are properly understood.

10. Community Safety issues

- 10.1 This report does not raise any issues relating to Crime and Disorder.

11. Conclusion and Recommendations:-

Following the District Council elections on 4th May the Cabinet and Corporate Leadership Team have worked to develop a new Corporate Plan which sets out the intent and ambition of the authority for the period 2023 – 2027.

The draft Corporate Plan document is now presented for formal approval by Cabinet and thereafter presentation to Full Council for adoption.

It is recommended that Cabinet resolves to:

- 1. Agree the content of the draft Corporate Plan 2023 – 2027 as a statement of the Council’s intent and ambition for the term of this Council administration.**
- 2. Authorises the Chief Executive, in consultation with the Leader of the Council, to agree any minor revisions and changes to the final draft of the Corporate Plan document and thereafter the format /**

design of the document for publication, following adoption by Full Council.

- 3. That Cabinet publishes an Action Plan detailing how the objectives detailed in the Corporate Plan will be delivered / achieved to its November 2023 meeting.**

It is further recommended that Cabinet recommends to Full Council:-

- That Full Council adopts the Corporate Plan 2023 – 2027.**