

**COUNTY COUNCIL CORPORATE PLAN 2019 – 2025**

Report of the Director of Resources

Report authors:- Alex James, Head of Corporate Policy  
Daisy Stanton, Policy Officer, Corporate Policy Team

Executive Member:- David Williams, Leader of the Council

**1. Purpose of report**

1.1 To present to Members the County Council draft Corporate Plan for 2019-2025.

**2. Summary**

2.1 The Council's current Corporate Plan covers the period 2017-2021. As part of the Local Government Association (LGA) Peer Review of the County Council which took place in October 2018, it was recommended that the current Corporate Plan was refreshed to enable the Council's leadership to demonstrate and assert its aspirations and priorities for both Hertfordshire County Council and the county it serves.

2.2 The refreshed Corporate Plan, which covers the period 2019 – 2025, is designed to be short, strategic, high level and outward-facing, with an emphasis on outcome focussed actions.

**3. Recommendations**

3.1 The Resources and Performance Cabinet Panel will consider a report on this item of business at its meeting on 5 July 2019. The Panel will be invited to recommend to Cabinet that it approves the Council's refreshed Corporate Plan 2019 – 2025, subject to any minor amendments made prior to its publication; and agrees that the Chief Executive to be authorised to make such minor amendments to the Corporate Plan 2019 – 2025 in consultation with the Leader and Deputy Leader of the Council.

3.2 The Panel's recommendation/s to Cabinet will be reported orally at the Cabinet meeting and circulated in the Cabinet Order Sheet.

3.3 Cabinet's decision/s will be reported orally at the Council meeting and circulated in the Council Order Sheet.

- 3.4 Subject to Cabinet's approval of the draft Corporate Plan 2019 – 2025, Council will be invited to note the Plan.

#### **4. Background**

- 4.1 Hertfordshire County Council's Corporate Plan outlines the Council's strategic priorities and objectives alongside its vision for Hertfordshire. It acts as a key part of the Council's 'golden thread', setting the overarching strategic basis for all of the Council's other strategies and policies.

- 4.2 The current version, [Hertfordshire – County of Opportunity](#), covers the period of 2017-2021. It was approved by County Council in February 2017 and again endorsed by County Council in July 2017 following the County Council elections. The refreshed Corporate Plan is a more significant refresh of the previous 2013-2017 Plan.

- 4.3 As part of the LGA's Peer Review of the County Council that took place in October 2018, the following recommendation was made:

*“Following the recent appointment of the new Chief Executive Officer (October 2018) and Council Leader (November 2017) a refresh of the corporate plan is recommended. A refresh will provide an opportunity for the Chief Executive Officer and Council Leader to assert their individual and collective leadership to the plan, clearly signalling new leadership internally to the workforce but also externally to residents, partners locally, regionally and nationally.”*

- 4.4 As set out in the LGA Peer Review recommendation, it was considered that a refresh of the Corporate Plan would enable the Council's leadership to demonstrate and assert its aspirations and priorities for both Hertfordshire County Council and the county it serves.

- 4.5 Questions relating to the refresh of the Corporate Plan were included in a recently conducted Stakeholder Survey. These questions asked partners for their views on whether they agree with the current Corporate Plan's vision and themes. The majority of respondents (78%) agreed that the Council's vision was still the correct one for Hertfordshire, and over 91% of people said they agreed the ambitions were the right ones for Hertfordshire. As part of the survey views were sought on whether there was anything else that should be included in the vision. Many comments reflected the need to include more on 'place and growth', linking to the growth agenda. It was also suggested that the vision should include the importance of "engaged communities" that enable local autonomy and taking local responsibility through a 'volunteering ethos' as well as placing more emphasis on the importance of good partnership working.

#### **5. Proposed changes to the Corporate Plan**

- 5.1 The refreshed Corporate Plan is designed to be short, strategic, high level and outward-facing, with an emphasis on outcome focussed actions.

- 5.2 It is designed to provide the Council with an opportunity to further demonstrate its 'pivot' towards providing that wider leadership of place and assert an external image of strategic and operational excellence with Government and key partners.
- 5.3 This refresh allows for a review and update of text, whilst not requiring a complete re-write of the existing Plan. This includes a proposed revision of the Council's four 'opportunity' themes. In recognition of the importance of the need to effectively manage growth in the county, a new place-based theme is proposed. In turn, it is proposed to remove the previous Plan's 'opportunity to take part' theme and incorporate key elements of this area elsewhere in the Plan.
- 5.4 The proposed revised 'opportunity' themes are as follows:
- Opportunity to live in thriving communities
  - Opportunity to share in Hertfordshire's prosperity
  - Opportunity for everyone to achieve their potential
  - Opportunity to enjoy healthy and safe lives
- 5.5 Work is also being done to give the Plan a new look and modern feel with more use of images and infographics. It is proposed to print a small number of the hard copies of the Plan for circulation to partners and in libraries and other public buildings. It will also be published on the Council's website.

## **6. Financial implications**

- 6.1 Whilst the refreshed Corporate Plan relates to the overall business of the County Council, beyond the costs of the limited print run proposed in paragraph 5.5 above, there are no further specific financial implications arising from the proposals in this report.

## **7. Equalities Implications**

- 7.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 7.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 7.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are

age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

- 7.4 No EqIA was undertaken in relation to refreshed Corporate Plan itself as individual actions mentioned in the report will be subject to their own rigorous equality assessments.

### Background Information

Hertfordshire County Council's Corporate Plan 2017-21

<https://www.hertfordshire.gov.uk/media-library/documents/about-the-council/data-and-information/corporate-plan-2017-21.pdf>

Corporate Peer Challenge of Hertfordshire County Council, feedback report

<https://preview-hcc.cloud.contensis.com/about-the-council/news/stakeholders-newsletter/media/hertfordshire-cc-lga-corporate-peer-challenge-report-2018.pdf>

County Council – 21 February 2017

<https://democracy.hertfordshire.gov.uk/CeListDocuments.aspx?Committeeld=216&MeetingId=517&DF=21%2f02%2f2017&Ver=2>

County Council -18 July 2017

<https://democracy.hertfordshire.gov.uk/CeListDocuments.aspx?Committeeld=216&MeetingId=521&DF=18%2f07%2f2017&Ver=2>

Report to Resources and Performance Cabinet Panel, 5 July 2019

<https://democracy.hertfordshire.gov.uk/ieListDocuments.aspx?CId=283&MIId=1113&Ver=4>

Report to Cabinet, 8 July 2019

<https://democracy.hertfordshire.gov.uk/ieListDocuments.aspx?CId=146&MIId=304&Ver=4>