

Open Report on behalf of Debbie Barnes OBE, Chief Executive

Report to:	Executive
Date:	05 May 2020
Subject:	Draft Corporate Plan Success Framework 2020-2023
Decision Reference:	I019760
Key decision?	No

Summary:

The Report seeks approval for the draft Corporate Plan Success Framework 2020-2023 attached at Appendix B as the next phase in organisational planning following the County Council approving a new Corporate Plan 2020-2030 for the Council in December 2019.

Recommendation(s):

That the Executive:-

1. Considers and approves the document attached to this Report at Appendix B as the Lincolnshire County Council Corporate Plan Success Framework 2020-2023 to take effect from 1 May 2020.
2. Approves the planned revision of the Council's performance framework, which will be the subject of a subsequent report.

Alternatives Considered:

The development of Directorate Plans was considered, with priority activities for each directorate in the Council, linked to the ambitions in the Corporate Plan.

Reasons for Recommendation:

The draft Corporate Plan Success Framework 2020-2023 enables officers to work as One Council, collectively implementing activity in order to achieve the ambitions in the Corporate Plan as one organisation.

1. Background

- 1.1 At the meeting of the County Council on 13 September 2019, the Council approved the vision and strategic ambitions for a new Corporate Plan for the Council. At the meeting of the County Council on 11 December 2019, the new Corporate Plan 2020/30 for the Council was approved, to take effect as part of the Council's Policy Framework from 1 April 2020 – see Appendix A for the Corporate Plan. At the same meeting, the Council also approved the continued reporting against existing measures in the current Council Business Plan in the next financial year, beginning 1 April 2020. This was with a view to new performance indicators being developed through the next phase in organisational planning, which was intended to be the development of Directorate Plans with priority activities for each directorate in the Council, linked to the ambitions in the Corporate Plan, by the end of May 2020.
- 1.2 The Corporate Leadership Team (CLT) and Assistant Directors have since been working together to develop Directorate Plans. However during the development of the Directorate Plans it became clear that in order to work as One Council, individual Directorate Plans should be replaced by a Corporate Plan Success Framework 2020-2023 covering the Council as a whole. The draft Framework developed by CLT and Assistant Directors is attached in Appendix B.
- 1.3 The draft Corporate Plan Success Framework 2020-2023 outlines the developmental activity that will be undertaken during the first three year period of the ten year Corporate Plan, in order to achieve the four ambitions the Council has established in the Plan. It does not include all of the Council's business as usual activity, as this is captured within the planning arrangements within each service area.
- 1.4 The draft Corporate Plan Success Framework 2020-2023 also includes proposed performance indicators. The indicators are intended to demonstrate progress towards achieving the Council's four ambitions for Lincolnshire, some aspects of which relate to the Council's performance. Some of the indicators are new and will need further work to be established, whilst others are indicators the Council already uses to monitor performance.
- 1.5 If the performance indicators are approved by the Executive, the Council's performance framework will be revised to include them, alongside existing service specific measures, which will be retained where appropriate (including statutory measures and those in the current Council Business Plan). A revised performance framework will be the subject of a subsequent report, including more detailed information for each of the indicators.
- 1.6 In addition to the revised performance framework, CLT will monitor the progress of each activity in the draft Corporate Plan Success Framework 2020-2023 and commission an evaluation of progress towards the Corporate Plan at the end of the three year delivery period.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process.

An Equality Impact Analysis was undertaken regarding the Corporate Plan and is attached at Appendix C. The Analysis identifies a number of areas where the contents of the Plan can be expected to impact positively on people with a

protected characteristic. No negative impacts are identified as the Plan sets out the guiding vision and strategic ambitions of the Council. The specific activities included within the draft Corporate Plan Success Framework 2020-2023, designed to further that vision and those ambitions, will have due regard to the Council's equality duties.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The content of the draft Corporate Plan Success Framework 2020-2023 has had due regard to both the JSNA and the JHWS and contain ambitions for the health and wellbeing of the Council's area and residents.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

Due regard has been had to crime and disorder matters and the draft Corporate Plan Success Framework 2020-2023 contains ambitions in relation to public protection.

3. Conclusion

3.1 The draft Corporate Plan Success Framework 2020-2023 in Appendix B outlines the developmental activity that it is proposed will be undertaken during the first three year period of the ten year Corporate Plan, in order to achieve the four ambitions for Lincolnshire established within the Corporate Plan.

3.2 The Report seeks approval for the draft in Appendix B.

3.3 The draft Corporate Plan Success Framework 2020-2023 also includes proposed performance indicators deemed to be those that will best demonstrate progress towards achieving the four ambitions for Lincolnshire.

3.4 If the performance indicators are approved by the Executive, the Council's performance framework will be revised, which will be the subject of a subsequent report, including more detailed information for each of the indicators.

4. Legal Comments:

The Council has the power to adopt the draft in Appendix B as its Corporate Plan Success Framework 2020 – 2023.

The decision is consistent with the Policy Framework and within the remit of the Executive.

5. Resource Comments:

Accepting the recommendations in this report should have no direct impact on the budgets of the Council.

The detail in the Corporate Plan Success Framework 2020-2023 will enable the Council to direct its resources to deliver the key activities. The Council has a Development Fund Reserve, which can support emerging costs identified to support these and transformational activity.

6. Consultation

a) Has Local Member Been Consulted?

No

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This report is due to be considered by a virtual meeting of the Overview and Scrutiny Management Board scheduled to be held on 30 April 2020. Any comments of the Board will be presented to the Executive.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See Appendix C.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire County Council Corporate Plan 2020/30
Appendix B	Lincolnshire County Council Draft Corporate Plan Success Framework 2020-2023
Appendix C	Equality Impact Analysis for the Corporate Plan

8. Background Papers

Document title	Where the document can be viewed
Report to Council on Corporate Plan (December 2019)	Link to Council Papers December 2019

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