



REPORT TO: Cabinet

DATE: 24th August, 2005

DEPARTMENT: Corporate Policy & Improvement

REPORTING OFFICER: Executive Director - Corporate Policy & Improvement
(Kevin Douglas)

SUBJECT: **HARROGATE BOROUGH COUNCIL
STRATEGIC PLAN 2005-2008**

WARD/S AFFECTED:

FORWARD PLAN REF:

1.0 INTRODUCTION

- 1.1 Following the corporate restructure there has been a considerable amount of work on developing a single Strategic Plan for the Council.
- 1.2 The purpose of this report is to agree the draft Strategic Plan for planning and consultation purposes.
- 1.3 Corporate Management Team (CMT) have considered the draft Strategic Plan and endorsed it for Cabinet consideration.

2.0 RECOMMENDATION

- 2.1 It is recommended that:-
 - (1) Approves the draft Strategic Plan for planning and consultation.
 - (2) Agrees the process for consultation with staff, Members and partners.

3.0 RECOMMENDED REASONS FOR DECISION

- 3.1 The need for the Council to clarify its corporate vision, goal and priorities for the next three years is essential for future planning purposes.

4.0 ALTERNATIVE OPTIONS CONSIDERED AND RECOMMENDED FOR REJECTION

4.1 None.

5.0 BACKGROUND INFORMATION

5.1 The Council currently has a number of documents that relate to its strategic planning process.

5.2 Following the corporate restructure and the establishment of the Corporate Policy & Improvement Department, it was agreed to consolidate these into a single Strategic Plan for the Authority.

5.3 In order to progress this there have been a number of key events to feed into the production of this corporate document. These were:-

- (1) CMT Away Day
- (2) Heads of Service Away Day
- (3) Informal Cabinet/CMT Meeting

5.4 The outcome of this work has fed into the draft document attached.

5.5 This work has been supplemented by reviewing existing strategies and feeding key aspects of that work into the draft. This has involved:-

- (1) People Management & Development Strategy
- (2) Asset Management Plan
- (3) Medium-Term Financial Strategy
- (4) Corporate Action Plan

These documents are currently approved strategies and therefore play a key part in the resourcing of the emerging Strategic Plan.

6.0 STRATEGIC PLAN

6.1 The document attached is the draft plan that will form the basis for planning and consultation.

6.2 The timetable for final approval of the Plan is attached as **Appendix 1**.

6.3 The key dates are:-

Cabinet	-	21st September, 2005
Council	-	12th October, 2005

6.4 Prior to that, once the Plan is agreed as a consultation draft, there will be a range of consultations which are set out in the report.

7.0 CONSULTATION

7.1 Members

There will be a briefing for all Members on 31st August, 2005 relating to the Medium-Term Financial Strategy and the Strategic Plan. Members will then have a number of opportunities to feed back on the draft document. These will include:-

1. **Scrutiny Commissions:** The document will be considered by the Commissions and comments fed back to Cabinet.
2. **Individual:** Individual Member comments will be welcomed.
3. **Cabinet:** All comments will be considered by Cabinet before the Plan is approved.
4. **Council:** There will be an opportunity to debate the Plan before final approval.

7.2 Staff

A number of sessions will be held for staff and there will be a questionnaire on the Intranet for responses. Each Departmental Management Team will have an opportunity to respond.

7.3 Partners

Partners are being consulted via a questionnaire and it will also be presented to the Harrogate District Strategic Partnership for their views. Any partnership who has not been consulted by that process can be included if required.

7.4 Parish Councils

These have been consulted in writing via questionnaire and it will be raised at Parish Consultation meetings.

7.5 Public

Consultation is being undertaken via the District Panel and a questionnaire on the website.

- 7.6 Hopefully, this will provide valuable feedback to shape the final document and meet the customers' needs.

8.0 CORPORATE IMPROVEMENT PLAN (CIP)

- 8.1 The CIP is the companion document to the Strategic Plan and this will be brought to Cabinet for approval at a future meeting.

8.2 This is more internally focused and therefore is not to be subject to the same detailed public scrutiny.

9.0 CONCLUSIONS

9.1 The development of the Strategic Plan is key to improving the Council by agreeing its focus, priorities and clarifying the timescale and resources.

9.2 The document will be subject to ongoing review but there is a need for agreeing the Strategic Plan at the earliest opportunity.

OFFICER CONTACT: Please contact Kevin Douglas if you require any further information on the contents of this report. The officer can be contacted at the Department of Corporate Policy & Improvement, Council Offices, Crescent Gardens, by telephone on 01423 556704 or by email - kevin.douglas@harrogate.gov.uk

SUSTAINABILITY ASSESSMENT/POLICY CONSIDERATIONS

		Implications are		
		Positive	Neutral	Negative
A.	Economy		✓	
B.	Environment		✓	
C.	Social Equity		✓	
(i)	General			
(ii)	Customer Care/People with Disabilities			
(iii)	Health Implications			
D.	Crime and Disorder Implications		✓	

If all comments lie within the shaded areas, the proposal is sustainable.