

# 2023 Refresh of Corporate Plan – skeleton framework

## 1. Introduction

The refreshed Corporate Plan sets out the following –

- The Council's purpose
- Strategic priorities
- Recovery agenda
- Definition of our Operating Model as an enabling authority

It addresses a wide audience that consists of staff, members, residents, communities, partners, business, voluntary sector and wider stakeholders.

In May 2022, the council approved its new corporate plan for 2022-25 - 'Doing Right by Slough'. The corporate consisted of:

- Four strategic priorities
- Seven recovery themes which incorporated the Government directions and provided a structure for the council's improvement.

Since then, the context has shifted with emerging challenges:

- The recovery programme has evolved with progress made against the directions and an annual report letter from Commissioners / DLUHC
- The exceptional financial challenges that the Council faces continue to evolve
- Funding pressures arising from rising inflation, the challenging economic picture, knock-on levels of demand on services

The refreshed corporate plan will reflect / reflects analysis and insight from the following sources:

- Data from the 2021 Census – the first up to date population data the council has had for 10 years presents an opportunity to challenge assumptions and review strategic priorities.
- State of the Borough report to include Census and other core data
- Political priorities – manifestos will be available ahead of May elections
- Resident engagement via LGA survey – compliance with our best value duty and greater public participation in decision making. Note that there will be a period of formal consultation on the draft corporate plan before final approval.
- Staff engagement / survey

## 2. Setting the Scene

- Analysis of data and evidence to provide insight on priorities
- Short description of Slough the place
- Key facts from the census and data from other sources
- Resident and staff engagement results

## 3. Our priority areas

- This section will set out the new priorities for the council
- To include background on why this is a priority, what the data tells us, what we will do to address the need and how this will be measured

#### **4. Next steps – delivery**

Over the next four years the Corporate Plan sets out how we will deliver the following:

- Recovery agenda to meet Government Directions enabling the Commissioners to formally confirm to DLUHC that the Council can run itself and end intervention
- Implementation of a new Operating Model and structure
- Move to an agenda to deliver Improvement, maximising the potential of Slough's location and use the strength of the place
- Ensure the council is financially sustainable
- Summary of key strategies and our strategic framework to ensure we have the right plans in place
- Service plans will set out how the organisation will deliver the detail of the plan
- Role of our strategic partnership network to ensure a whole system approach to delivery
- Governance and oversight – role of members / democratic leadership
- Workforce planning to ensure the right capability and capacity exists

#### ***Operating Model***

We will be an Enabling Council.

We will use our influence to enable the best outcomes for our communities and the town.

Clearly the financial position that the Council faces has a direct impact on our ability to directly provide services in the way in which we have done in the past. The extremely challenging financial situation that Slough faces means a smaller Council needing to be focussed on a clear set of strategic priorities to make a positive difference where we can.

We will use our influence to facilitate and enable outcomes through the Slough Strategic Leaders Group which brings together statutory, private and voluntary sector representatives to set the strategic agenda through a 'community plan' / long-term strategic vision.

As one of the key partners on the Strategic Leaders Group the Corporate Plan will set out our contribution to the strategic shared vision of our partners.

Our culture change programme will be key in driving the enabling council model. This will be clear about how our values and our ways of working will be instrumental in effecting change.

A set of operating principles will underpin the Operating Model and be clear about how we will need to reorganise our structure to deliver a new set of service priorities with a smaller council, and the types of relationships we will look to establish between the council, our residents and our partners.

#### **5. Measuring Success**

Performance indicators

## 6. Timetable

	Date	Activity
	January	<ul style="list-style-type: none"> <li>• Presenting 'Census so far' update to CLT / SLT</li> <li>• Preparing Cabinet report</li> <li>• Major Census data sets released by 19 January</li> <li>• Census pack / State of Slough Report complete</li> </ul>
	February	<ul style="list-style-type: none"> <li>• Resident engagement kick-off (LGA)</li> <li>• 27 February Cabinet report on development of Corporate Plan</li> <li>• February Strategic priority workshops (potential use of CLT / SLT session):               <ul style="list-style-type: none"> <li>○ Reviewing evidence, data and insight</li> <li>○ Identifying strategic priorities / amendments</li> </ul> </li> </ul>
	March	<ul style="list-style-type: none"> <li>• Additional workshops as required</li> <li>• Drafting</li> <li>• Further staff engagement</li> <li>• LGA Resident engagement complete</li> <li>• Budget Council</li> </ul>
	April	<ul style="list-style-type: none"> <li>• Analysis of resident engagement</li> <li>• Sign off process</li> <li>• Commence service planning</li> </ul>
	May	<ul style="list-style-type: none"> <li>• 4 May Local elections</li> <li>• Formal public Consultation on Draft Corporate Plan</li> <li>• Redrafting</li> <li>• Commence Sign off process</li> </ul>
	June	<ul style="list-style-type: none"> <li>• Approval by Cabinet and Council</li> </ul>
	July	<ul style="list-style-type: none"> <li>• Communications activity and launch</li> </ul>