



Cabinet

25 January 2012

Item
8(i)

Report of	Executive Director	Author	Ann Hedges ☎ 282212
Title	Strategic Plan 2012-2015		
Wards affected	All		

The Cabinet is invited to recommend to full Council that it adopts the Strategic Plan 2012-2015 at its meeting on 22 February

1 Decision required

- 1.1. To agree the draft Strategic Plan 2012-2015 and recommend to full Council that it be adopted at its meeting on 22 February.

2 Reason for Decision

- 2.1. The last Strategic Plan was published in February 2009 and runs to 2012. It now needs to be refreshed in the light of changing circumstances and expectations.
- 2.2. The Strategic Plan is one of the core statutory elements of the Council's Policy Framework, as set out in Article 4 of the Council's Constitution. It must therefore be adopted by the full Council.
- 2.3. The Strategic Plan sets the framework for the Council's three-year Medium Term Financial Forecast and its Capital Programme. Both the Plan and the Budget will be debated at the same full Council meeting on 18 February.

3 Alternative Options

- 3.1. The current Strategic Plan expires at the end of this financial year. A new plan is therefore required, and needs to be adopted by full Council.
- 3.2. The absence of a Strategic Plan would create a significant risk of the Council failing to identify and deliver on its core priorities.

4 Supporting information

- 4.1. The new Strategic Plan will replace the existing plan that expires on 31 March 2012.
- 4.2. The Strategic Plan sets the overall vision and a set of priorities for the borough and the Council for the next three years. An action plan will be developed to support the Strategic Plan. This will set out the specific actions to be taken to deliver the priorities in the Strategic Plan.
- 4.3. The Strategic Overview and Scrutiny Panel reviewed and commented on the draft Strategic Plan at its meeting on 13 December 2011.

4.4. The Strategic Plan has three levels of statements:

An overarching vision for the borough:

Colchester, the place to live, learn work and visit.

A number of broad aims:

Colchester as a vibrant Borough with a bright future wants to be known for:

- **Leading for the future**
- **Creating opportunities for all its residents**
- **Inspiring and innovating**
- **Being cleaner and greener**
- **Listening and responding**

and a number of priority areas in two categories. These can be seen in the plan attached.

5 Consultation

- 5.1. The Council undertakes significant amounts of consultation every year and with a recognition of the information available from recent consultations and the need to demonstrate value for money, specific consultation for the Strategic Plan and the Budget strategy for 2012/13 has been combined.
- 5.2. The main piece of consultation has been a survey that was made available on line, with hard copies placed in key locations including the Customer Service Centre and all the Libraries in the Borough
- 5.3. A press release was sent to all local media and a number of key organisations were notified of the consultation including Parish Councils. It was also emailed to all staff recognising that many staff are also residents
- 5.4. While the response rate to this consultation was low, it reflected the same results as the Budget consultation for 2011/12 in terms of the priorities for residents
- 5.5. The results of a range of other consultations, including our customer insight work, have also been taken into account in setting out the priorities for the Strategic Plan. Again, these all reflect the high level results of the specific consultation.

6 Publicity considerations

- 6.1. The development of the Strategic Plan and the consultation has already received useful and positive publicity.
- 6.2. Once adopted, the Strategic Plan will be a key document in communication with the public
- 6.3. We will make best use of online and new media methods of distribution as well as more traditional methods.

7 Financial implications

- 7.1. The financial implications of the action plans to deliver the priority areas for action within the plan are incorporated in the annual budgeting cycle and documents.

8 Equality, Diversity and Human Rights implications

- 8.1. An Equality Impact Assessment has been written and is available to view on the Colchester Borough Council website by following this pathway from the homepage: Council and Democracy>Policies, Strategies and Performance>Equality and Diversity>Equality Impact Assessments>Corporate Management>Strategic Plan".
- 8.2. The communication strategy for the Plan will comply with the existing Council policies for access and availability in different formats
- 8.3. The plan includes a priority about equality and diversity that meets the requirements of the new Equality Act.

9 Community Safety implications

- 9.1. The Strategic Plan positively promotes Community Safety as it is identified as a priority area for action within the Strategic Plan.

10 Health and Safety implications

- 10.1. There are no Health and Safety implications of the Strategic Plan itself.

11 Risk Management implications

- 11.1. Individual action plans supporting the priority areas for action will be formally risk assessed and a risk management action plan prepared.
- 11.2. The absence of a Strategic Plan would create a significant risk of the Council failing to deliver on its core priorities.

Reference documents:

- Strategic Plan 2012-15 (attached)

Background Papers

- Strategic Overview and Scrutiny report 6 January 2009
- Equality Impact Assessment