

# Minutes of Corporate Strategy Working Group

Meeting Date: Thursday, 16 November 2023, starting at 3.00 pm  
Present: Councillor S Atkinson (Chairman)

Councillors:

D Birtwhistle  
S Hore  
K Horkin

G McCrum  
A Wilkins-Odudu

In attendance: Director of Community Services, Director of Economic Development and Planning, Principal Policy and Performance Officer and Chief Executive

## 1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor S Fletcher.

## 2 PURPOSE AND BACKGROUND

The purpose of the working group was to put forward the recommended next steps in the development of the Council's Corporate Strategy for 2023-2027.

The strategy was due a complete review following the local elections in May 2023. It was suggested that the new strategy be renamed a Corporate Plan with a four-year life span covering 2023-2027.

Members were informed that the strategy should contain:

- High level corporate priorities to address issues that mattered most to the borough. The priorities should be deliberately limited to focus our attention over the lifespan of the strategy.
- Each priority should have a number of supporting objectives – things that would help us achieve the priorities.
- The objectives should be supported by key actions – the things the Council would do to achieve the objectives.
- Key measures of success – the measures or Key Performance Indicators (KPIs) the would allow progress towards the achievement of the priority and objective to be monitored.
- A commitment to achieve a financially sustainable budget.

Furthermore, actions and measures of success were to be developed in service plans detailing how each service plan would deliver the key actions. Performance against the Council's priorities would be published, in accordance with good practice, on the Councils web site.

The Chief Executive explained that the draft strategy which had been circulated to members had received feedback at CMT that it may be too detailed. He explained that the strategy should be a high-level document which fed into other plans, and it worked better if it was not too prescriptive. A further draft strategy was therefore circulated to members at the meeting, which had been simplified. Members were therefore asked to consider both drafts.

The Chairman noted that the strategy should not stop Committees from moving forward with issues by restricting their actions, and he felt the previous corporate strategy was too prescriptive. He added that the strategy should be sovereign and should support with strategies and give reference to economic plan.

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### DISCUSSION AND NEXT STEPS

The group discussed the two draft plan options. There was a wider ranging discussion amongst the working group with agreement that the plan shouldn't be too specific and shouldn't reference specific projects.

It was suggested that there may be a happy medium between the two drafts, and that Committees shouldn't be restrained by too much detail, but a sense of direction was helpful.

Members raised a number of topics including Climate Change, extra care facilities, and the countryside.

It was suggested that good visuals and diagrams may help the plan be more user friendly. Members agreed that the plan should be an overarching policy, showing clear priorities disseminating down to the committees. Members agreed the plan shouldn't be in competition with other policies, and overall, preferred the simpler version with some further objectives and actions.

The Chief Executive worked through simplified draft version and the group discussed the categories covering the vision, mission, values, people (their health and wellbeing), place and environment, and economy.

(Councillor Horkin left the meeting)

It was also agreed to include a section on Financial Stability.

The Principal Policy and Performance Officer would send out a revised version of the plan based on the discussion so far, and the remainder of the document would be discussed at the next meeting.

The meeting closed at 4.15 pm

If you have any queries on these minutes please contact the committee clerk, [rebecca.hodgson@ribblevalley.gov.uk](mailto:rebecca.hodgson@ribblevalley.gov.uk)