1. Details of Recommendations

The Council is requested to agree the following:

The adoption of a new Corporate Plan, to run from 2019 to 2024

The adoption of an approach to engaging with local residents, to place shaping, and to promoting the borough through a ‘Shaping Hounslow’ programme

If the recommendations are adopted, how will residents benefit?

<table>
<thead>
<tr>
<th>Benefits to residents and reasons why they will benefit, link to Values</th>
<th>Dates by which they can expect to notice a difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcomes are based on practical experience of living, working, or doing business in the borough. Working toward each outcome will lead to improvements in relevant areas.</td>
<td>From 2019</td>
</tr>
</tbody>
</table>

2. Report Summary

1. This report deals with the development of a new Corporate Plan for the London Borough of Hounslow. This key strategic document will run from 2019 to 2024 and will set out the organisation’s ambitions and high-level priorities.
2. This report recommends that Borough Council approve the Corporate Plan.

3. The 2014-2019 corporate plan set out the previous administration’s priorities and priority actions – actions that were delivered across the five-year corporate plan cycle. Much has been achieved but there is more to be done and the changing world in which the council operates means the context within which the 2019-2024 corporate plan needs to be delivered is markedly different.

4. Insight from citizens should help inform the way the council does business and our recent Residents Survey will provide a helpful baseline for many corporate plan indicators. Local people are typically happy with their local area (84%) and resident satisfaction with the way in which the council runs things has increased significantly over the last two years (up from 64% to 72%).

5. That said, resident satisfaction is not uniform. Some areas of dissatisfaction are being addressed through corporate pledges to reduce the number of potholes in the borough and to increase recycling and reduce fly tipping. Other areas – such as concerns over anti-social behaviour, customer satisfaction levels, and a perception that the council could do more to speak up for the borough – are also directly addressed through the corporate plan.

6. The adoption of a new corporate plan is recommended because at a time of ever-greater pressures – demographic, financial, and societal – the Council needs clearly to articulate what its areas of focus are and how it will work with others to support residents and businesses across the borough. A new Corporate Plan – drawing on the administration’s manifesto, on local evidence, and on broader consultation – supports this targeted approach. It also reiterates the council’s five pledges and its commitment to air quality which was agreed in September 2018.

7. The Corporate Plan proposes eight specific population-wide outcomes, ensuring Hounslow is a borough where:

- Residents are at the heart of what the council does;
- People live in good homes and pleasant neighbourhoods;
- People feel proud to live and work;
- Businesses flourish and local people enjoy good-quality local jobs;
- People are safe;
- Children reach their potential;
- Residents are healthy, active and socially connected; and
- Residents receive the right help and support.

For each outcome, the Corporate Plan explains what this would mean in practical terms for a local resident. It also sets out the indicators that will be used to gauge progress. Specific service performance measures will be captured through the forthcoming business and service planning process.

8. Crucially, the Corporate Plan acknowledges that these outcomes can only be achieved by working across the public, private, and voluntary sectors, by collaborating more extensively with civil society groups, and by engaging with local residents directly. This supports the view of the modern council as a key local institution, focused not only on service delivery but also in place
shaping and promoting the identity of the borough.

9. There are no key financial implications for the Council through the adoption of a new Corporate Plan per se. It should be noted, however, that the achievement of specific outcomes will require resourcing and this will be captured within the Medium Term Financial Strategy and the annual budget-setting process.

10. Cabinet should also note the Corporate Plan’s focus on outcomes – a key element of the outcomes-based approach which, through the Council’s corporate business planning process and other organisational plans, will help the Council better understand the impact of our activity on those who use our services. This service-based performance accountability will be captured within the Council’s annual Business Plan.

3. **Reason for Decision and Options Considered**

The current Corporate Plan, developed in 2014, will expire this year. The changing circumstances of our residents, an increasingly challenging operating environment for the public sector in general (and local government in particular), and the election of a new administration in 2018, means that it is an opportune time to revisit the organisation’s priorities and reconsider how the London Borough of Hounslow can best serve its residents.

4. **Key Implications**

4.1 Targets and measures to be explained here using either paragraphs or table below or both.

<table>
<thead>
<tr>
<th>How is success to be measured?</th>
<th>Defined Outcomes</th>
<th>Unmet</th>
<th>Met</th>
<th>Exceeded</th>
<th>Significantly Exceeded</th>
<th>Date they should be deliver by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress on each of the eight outcomes and a greater focus on collaboration</td>
<td>No change in current service provision or current organisational focus</td>
<td>Organisation adopts the outcomes and focuses on activity to help deliver them</td>
<td>Organisation brings resource together behind specific outcomes rather than through service areas</td>
<td>Outcomes focus shapes approach to public service - wide-ranging collaboration happens across the council and with the broadest range of partners as a default</td>
<td>By 2024 but an ongoing process</td>
<td></td>
</tr>
</tbody>
</table>
5. Financial Details

a) Financial Impact On The Budget (Mandatory)

The Corporate Plan will need to be delivered within existing and future approved budgets.

b) Comments of the Director – Finance and Corporate Services

This report asks cabinet to adopt the Corporate Plan 2019-2024.

The financial implications for the Council of the adoption of the Corporate Plan 2019-2024 and the achievement of specific outcomes will require resourcing and this will be captured within the Medium Term Financial Strategy and the annual budget-setting process.

6. Legal and Comments of the Head of Governance

The Corporate Plan is a non-statutory plan, but it is of central importance for the Council in determining its priorities.

There are no direct legal implications from the Corporate Plan. Any legal issues arising from implementing the commitments in it will be explored and reported at the relevant time.

7. Value For Money

The corporate plan sets out the Council’s high-level priorities for the next four years. Value for money will be ensured by focusing on, and allocating resources toward, the achievement of key outcomes.

8. Sustainability Impact Appraisal

Not applicable

9. Risk Management

<table>
<thead>
<tr>
<th>Risks</th>
<th>Uncontrolled Risk</th>
<th>Controls</th>
<th>Controlled Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Plan is a paper exercise, failing to provide organisational direction</td>
<td>Medium</td>
<td>Political and managerial leadership supports the Corporate Plan and reiterates the direction of travel</td>
<td>Low</td>
</tr>
<tr>
<td>Corporate Plan does not align to budget or performance activity, sitting in isolation from the wider organisation.</td>
<td>Medium</td>
<td>Corporate Plan, aligned to budget-setting cycle and to business planning process ensures focus on outcome activity</td>
<td>Low</td>
</tr>
</tbody>
</table>
10. **Links to Council Priorities**

The Corporate Plan determines the Council’s priorities for the years 2019 to 2024.

11. **Equalities, Human Rights and Community Cohesion**

The Council must give due regard to its equalities duties, in particular with respect to general duties arising pursuant to the Equality Act 2010, section 149. Having due regard to the need to advance equality involves, in particular, the need to remove or minimize disadvantages suffered by persons who share a relevant characteristic that are connected to that characteristic.

The Council has considered the relevance of the proposal to the provisions of the Equality Act 2010 and the Human Rights Act 1998 and concluded that Equalities Duties and the Human Rights Articles are not engaged by this proposal. As the report does not have any significant bearing on the substantive equality duty it is not considered necessary to undertake an equality analysis.

12. **Staffing/Workforce and Accommodation implications:**

Although the corporate plan outlines the Council’s People Strategy, there are no direct workforce or accommodation implications.

13. **Property and Assets**

Not applicable

14. **Any Other Implications**

None

15. **Consultation**

A range of internal stakeholders – Cabinet Members and officers - have been involved in the development of the Corporate Plan. It also draws heavily on the Future Borough Strategy, approved by Council in June 2018, and itself subject to extensive public consultation in 2017 and 2018.

16. **Timetable for Implementation**

The priorities in the plan will take immediate effect and will be implemented over the five-year period covered. Specific details will be set out in annual business plans.

17. **Appendices**

Corporate Plan, 2019-2024

18. **Background Information**

*Future Borough Strategy, 2018-2035*
*Delivery of key pledges*

REPORT ENDS