

# **WAVERLEY BOROUGH COUNCIL**

**EXECUTIVE**  
**1 DECEMBER 2020**

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**Title:**

**Revised Waverley Corporate Strategy 2020-2025**

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**Portfolio Holders:** Cllr John Ward, Cllr Paul Follows

**Head of Service:** Robin Taylor, Head of Policy & Governance

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

- 1.1 A review of the Corporate Strategy has been undertaken over the last six months and this report presents the outcome of the consultation process and the resulting Corporate Strategy for adoption.

**2. Recommendation**

It is recommended that the Executive recommend the Corporate Strategy, set out at Annexe 1, to Council for adoption at its 15 December Full Council meeting.

**3. Reason for the recommendation**

To adopt a revised Corporate Strategy taking into account the new challenges facing the Council over the next few years.

**4. Background**

- 4.1 The Council's Corporate Strategy is of significant importance for setting the direction of the Council for the next five years. It sits above all other strategies and policies and informs the service delivery and business programme for council services. The delivery mechanism for the Strategy is an action plan which in turn is reflected in the Service Plans for each service area. These Plans are also an essential part of the performance management framework. Each member of staff will have agreed annual targets in order to ensure the effective delivery of the Council's strategic priorities.
- 4.2 The current Corporate Strategy was first published in 2019 and since then the Council has faced the significant impact of the coronavirus pandemic, the recession, continuing uncertainties over Brexit, possible Government devolution proposals and the overall financial implications of all of these. The Corporate Strategy has been reviewed in order to be ready to respond to these

uncertainties.

- 4.3 The Corporate Strategy has been considered by each of the Overview & Scrutiny Committees during the November cycle and the following comments have been put forward for consideration:

**Environment O&S - 11 November 2020:**

- Reservations were expressed about the vision being a list of statements rather than one concise vision statement.
- The safety of residents wasn't expressed strongly enough.
- Priorities should be 'Strategic Priorities'

**Value for Money O&S - 16 November 2020**

- More detail needed on Environment and Housing sections.
- Reservation about the vision not being able to be envisaged.
- Suggest it should be 'Strategic Objectives'

**Community Wellbeing O&S – 17 November 2020**

- Consideration of mental health should be made more strongly including suicide prevention
- Safety of residents should be made more strongly
- A good action plan is needed

**Housing O&S – 23 November 2020**

To be reported.

**5. Relationship to the Corporate Strategy and Service Plan**

- 5.1 This report details the revised Corporate Strategy proposals.

**6. Implications of decision**

**6.1 Resource (Finance, procurement, staffing, IT)**

The financial implications of the new strategy, if adopted, will drive changes in the Medium Term Financial Plan and the Annual Budget which will be taken through the committee process separately. The strategy puts importance in careful financial management and affordability of plans.

**6.2 Risk management**

The scrutiny process gives an opportunity to examine the potential risks arising from the corporate objectives. The Corporate Performance Report allows for an ongoing assessment of any risks as a result of underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

**6.3 Legal**

There are no legal implications arising directly from this report.

**6.4 Equality, diversity and inclusion**

The equality impact assessment undertaken on the original Corporate Strategy will be reviewed and any implications brought to the attention of the Executive.

## **6.5 Climate emergency declaration**

The Corporate Strategy sets out the Council's environmental and sustainability objectives and how these will be delivered through the Action Plan.

## **7. Consultation and engagement**

7.1 Two Corporate Strategy Councillor workshops were held on 7<sup>th</sup> and 9<sup>th</sup> September and the draft Strategy was presented to the September cycle of O&S meetings. Further feedback was obtained on the revised version from the November cycle of Overview & Scrutiny meetings and these comments are set out at 4.3 above.

## **8. Other options considered**

8.1 None.

## **9. Governance journey**

9.1 The Overview and Scrutiny Committees passed on their comments and recommendations to the Executive who will consider any final changes before the Strategy is considered for approval by Council in December.

## **Annexes:**

Annexe 1 – Revised Corporate Strategy 2020-2025

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## **Background Papers**

**There are / are no** background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Agreed and signed off by:

Legal Services: N/A

Head of Finance:

Strategic Director:

Portfolio Holder: 30 October 2020