

RETURNING PRIDE TO OUR DISTRICT

Our Corporate Plan 2024 to 2028

Our Corporate Plan sets out the shared ambitions of the administration for returning pride to our district. It builds on the coalition's 100-day plan and the coalition agreement to help develop a four-year plan for governing and delivering for the district.

This plan has been produced with the aim of allowing both parties to show evidence of delivering on their manifesto commitments but with acknowledgement of the compromise inherent in our partnership and the council's financial restraints. It is a pragmatic document which understands not everything can be achieved, but the failure to articulate an ambition will mean nothing is.

OUR APPROACH

We believe our administration is different from that which went before and as such we want the Corporate Plan to establish a new way of working, as well as a set of new priorities to be worked on. Cuts to local authority funding have seen the council withdraw from historic funding commitments, but we believe it is imperative that we do not withdraw from partnership work and, in fact, encourage the council to prioritise it.

Our vision is for a local authority which isn't reductive (only focused on the basics) but enabling, focused on how it can add value and release creativity by utilising the limited levers and resources we have. With our limited financial capital, we want to focus on activities which build individuals' social and cultural capital and give them pride in where they live.

Our decision to use the United Nations Sustainable Development Goals (SDGs) for our Corporate Plan comes with the acknowledgement that current development trends are unsustainable. Performance indicators measuring climate conditions, public health, transportation and housing affordability are deteriorating. We see the council as sitting at the nexus of sustainability and liveability: working to make our community more liveable, more engaging and also doing the right thing for the planet.

We understand much of our power comes from regulating as much as transforming the space in which our residents live. We embrace the idea that sustainability can come from:

- the planning and design of transport networks and towns which encourage economic vitality, civic engagement, better public health and environmental sustainability
- supporting markets and commercial opportunities where local producers can sell their produce, improving sustainability, economic health and reducing our carbon footprint
- reframing the planning process as our opportunity to shape our places so that they result in the livable, sustainable communities we are asking for
- creating diverse, lively and sociable public environments that help build social capital and place capital. Understanding how our assets can provide both a financial return and provide a focus for connection

- promoting economic revitalisation with a focus on the quality of work and opportunity for employees, allowing local talent to flourish

We will also commit to learning from our use of the UN SDGs, share best practice and ensure we embed the principles of the SDGs into all our plans and policies, so we will:

- host a conference on our use of the SDGs before the end of the administration
- conduct and submit to the UK Government and UN a local voluntary review, highlighting our progress and challenges in delivering the goals
- engage with our local academic institutions to help us independently assess our efforts
- ensure that SDGs are referenced, where appropriate, in future policy development and show a clear line to our Corporate Plan priorities

Our commitment to you is that as a council we will be future focused, concentrating on actions that provide a greener, fairer, stronger and better future for our residents.



Alan Baldock
Leader of the
Council and Labour
Group Leader



Mike Sole
Deputy Leader of the
Council and Liberal
Democrats Group Leader

Our first step (the focus of this Corporate Plan) is to seek to rebuild pride in where we live. We expect our officers to embody this pride by being:

- **Partnership centred:** positioned to lead partnership forums and utilise partners to mobilise creative ideas and add value to our investment. We want to prioritise co-production with community groups and outside bodies over foregone statutory consultations
- **Results focused:** considering how our actions achieve the ambitious targets that underpin the SDG framework. Our KPIs are no longer just about how we operate but the change we hope to see in our neighbourhoods
- **Inspiring:** enabling stakeholders to come together, learn from our experience and share best practice
- **Data driven:** targeting inequality by focusing our resources on those who need them most. We believe our district will be stronger if it more just
- **Embedded:** expanding the locality model we are pioneering in housing to the management of our property assets, cultural institutions, open space and economic development. We want officers to regularly meet across disciplines to share local knowledge and draw on the experience of councillors outside of formal meetings. We believe it is only by breaking down silos that we can remain agile to requests from stakeholders





WE WILL BE A GREENER DISTRICT

Our commitment to delivering on the council's climate change and biodiversity emergencies is at the heart of our greener priority.

We know sustainability is key – from protecting our open spaces, to lobbying for better management of our rivers and sea; improving our air quality through better public transport, to better living conditions through building and retrofitting our homes; and using the council's powers to enforce when

necessary, but educate and provide when possible like through the provision of recycling bins in our streets or educational materials to our school children.

We also know we have a lot to deliver before 2030 to meet our climate change ambitions and even more to meet our shared 2045 commitments for the district. And while this will be challenging, we are clear this is our number one priority to see delivered by this administration.

AMBITION	SDG REF
Introduce recycling in public spaces	12, 9, 11
Retrofit council housing	7, 9, 12
Roll out citizen science (air, rivers, sea, soil)	6, 13, 14, 15
Improve use of Park and Ride	9, 11
Increase protected green space	15, 3
To improve planning enforcement – specifically in relation to environmental provisions	3, 11





WE WILL BE A FAIRER DISTRICT

The cost of living crisis has dominated peoples' lives over the past few years. And we acknowledge the council can play a significant role in easing those pressures.

We will use the information we have to target our services at those most in need of support and not shy away from the fact that our limited resources need to be focused in that way to deliver the best results.

We'll ensure we deliver for all age groups in the district and use all of our powers to design out anti-social behaviour, ensuring everyone feels safe wherever they live or work.

And we will fight for our local businesses – we know local businesses are the backbone of communities and ensure our town centres thrive; providing jobs, services and goods to our residents and visitors.

AMBITION	SDG REF
Introduce support for local business	8, 10, 11, 12
To establish a cost of living fund	1,2,3,4, 10
To embed an early intervention approach into our housing services	1,2,3,4
To reduce our use of temporary accommodation out of area	1,2, 3, 4, 5
To support free access to sport and low-cost facilities	3, 4, 10
To improve awareness of feminist town planning	5, 10
To support voluntary organisations delivering inclusive open access youth work	4, 11





WE WILL BE A BETTER DISTRICT

We know the council has a significant role in setting the future of the district – from our role as the largest social housing landlord in the district, to how we plan for sustainable housing growth across our towns and villages.

And we know we can be better. We commit to delivering more social houses back into our housing stock, making developers deliver more affordable housing across the district, using our planning system to deliver more first homes for local residents, and ensuring those homes are of good quality and low impact on our environment.

But we also know we can be better for our economy too. Encouraging more apprenticeships both within the council and in our local businesses. We understand the positive benefits of ensuring we, and other local businesses, can have in spending locally and employing locally – both for our residents and our businesses.

And we understand the power we have in being better in the use of our own assets and property in supporting our valuable voluntary sectors who provide key frontline services to our residents when we cannot.

AMBITION	SDG REF
Increase council house acquisition	1,2,4, 19
To prioritise locals for housing	1, 2, 10,
To grow the financial resilience of LATCOs	11, 12
To support a circular economy	8, 9, 11, 12
To encourage apprenticeships	10, 8
To better utilise our assets as a means of supporting the voluntary sector	10, 11
To use under utilised council property as a means of supporting the voluntary sector	10, 11





WE WILL BE STRONGER

We know that being effective in what we do, efficient in the ways we deliver and trustworthy in the ways we consider and make decisions leads to a stronger council and a stronger district.

We have pledged as an administration to make sure this council works for its residents, and while that may mean taking difficult decisions for the whole district, we respect, and want to increase and improve, engagement in local politics and decision-making.

Our council will be inclusive, not exclusive, and strive to deliver the best services at the best value for all our residents.

We will grow civic pride and community cohesion through engagement across all of our activities and those we support – from taking part in local festivals to engaging with councillors as an individual or as part of a local interest group.

AMBITION	SDG REF
To improve access to council services for those not online	10, 11
To grow civic engagement in local politics	16
To ensure the council has effective and efficient governance arrangements	16
To improve public participation in cultural events and festivals	10, 11
To improve safety in and around schools	4, 11



UN Sustainable Development Goals

un.org/sustainabledevelopment

