

## WOKING FOR ALL STRATEGY AND DIRECTORATE SERVICE PLANS

### Executive Summary

This report seeks Executive approval of the Council's **Woking for all Strategy 2022-27** and the 6 Directorate Plans.

The Woking for all Strategy has been developed following the community engagement roadshows and consultation. It provides an overview of the Council's strategic outcomes for the next five years and incorporates the actions for 2022/23 to support the delivery of these outcomes.

The Directorate Service Plans have replaced service plans and establishes the link that takes the strategic outcomes from the Woking for all Strategy into Directorate priorities and service actions.

This meeting of the Executive is also considering a report on the Medium-Term Financial Strategy (MTFS) to 2025/26. The MTFS provides the financial strategy that supports and underpins the resourcing and delivery of the Woking for all Strategy and aligns resourcing and funding decisions with the strategic outcomes the Council is working towards delivering

### Recommendations

The Executive is requested to:

#### RECOMMEND TO COUNCIL That

- (i) **the Woking for all Corporate Strategy 2022-27, as attached to the report, be adopted; and**
- (ii) **the Directorate Plans 2022/23, as attached to the report, be adopted.**

### Reasons for Decision

Reason: To enable the Council to clearly articulate its strategic objectives and focus of work within the Council and beyond.

The item(s) above will need to be dealt with by way of a recommendation to Council.

**Background Papers:** None.

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## Woking for all Strategy and Directorate Service Plans

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## **Woking for all Strategy and Directorate Service Plans**

### **1.0 Introduction**

- 1.1 In order to provide a clear sense of direction for Council staff, residents, businesses and partner organisations, the Council is setting out its strategic objectives in a five-year Strategy for 2022-2027.
- 1.2 The Woking for all Strategy follows on from the Corporate Plan 2021/22 which was a plan for one year only. This was to enable a more extensive review to be undertaken of council strategic objectives, finances over the medium term and the framework of planning and performance management. This approach provides a comprehensive and integrated approach to service and financial planning.
- 1.2 The Woking for all Strategy has been developed following the community engagement roadshows and consultation. It provides an overview of the Council's strategic outcomes for the next five years and incorporates the actions for 2022/23 to support the delivery of these outcomes.
- 1.3 The Directorate Service Plans have replaced service plans and establishes the link that takes the strategic outcomes from the Woking for all Strategy into Directorate priorities and service actions.
- 1.4 This meeting of the Executive is also considering a report on the Medium-Term Financial Strategy (MTFS) to 2025/26. The MTFS provides the financial strategy that supports and underpins the resourcing and delivery of the Woking for all Strategy and aligns resourcing and funding decisions with the strategic outcomes the Council is working towards delivering.

### **2.0 Community Engagement**

- 2.1 The Council has a bold vision to be in constant communication with residents and to have an embedded culture of consultation in how it operates and makes decisions that are in the best interests of the communities of the Woking Borough.
- 2.2 Investment has been made into an on-line civic engagement digital platform, the Woking Community Forum, and a representative Residents' Panel has been established. At the time of this report the Woking Community Forum has already hosted engagement on a number of key projects including:
  - Housing Strategy;
  - Economic Development Action Plan for Woking's recovery 2021-2023;
  - Planet Woking; and
  - Public Spaces Protection Order for Woking Town Centre.
- 2.3 A series of community roadshows took place between November and December 2021 alongside an engagement questionnaire, to obtain community feedback, to inform and influence the strategic outcomes for the Council. An independent report providing analysis of the feedback from the questionnaire was commissioned and was reported to the 20<sup>th</sup> January meeting of the Executive. An initial response from the Executive of the Council to this engagement was webcast on 11<sup>th</sup> January 2022.
- 2.4 The Council has determined that residents' views should influence the Council's five-year Strategy for 2022-27. To fulfil this commitment, an online questionnaire was hosted on the Council's engagement hub, Woking Community Forum. In addition, 3,000 paper copies were sent to randomly selected households across the borough and eight engagement roadshows

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were hosted at key community-based locations. The roadshows presented the Council's commitment to listen to residents and give a voice to the wider community.

- 2.5 The key priorities identified by communities have both helped the strategic outcomes for the next five years and the priority actions for 2022/23. The feedback from the community engagement is referenced in the Woking for all Strategy in the section headed **Community Engagement Feedback**.
- 2.6 Through incorporating the Community Engagement Feedback into the Woking for all Strategy 2022-27 it shows how the strategy has been informed by the feedback and how it responds to the priorities identified by communities. The link between resident feedback and the Council priorities for the next five years responds to the commitment made in 2021 that:

*“Only once residents have had their say will the council put together a five-year strategy for 2022-27, which takes us to the beginning of the next Local Development Framework Core Strategy period”*

### 3.0 Woking for all Strategy 2022-27

- 3.1 The Woking for all Strategy 2022-27 is attached at Appendix 1 and sets the strategic objectives for the Council against four overarching community facing themes:
  - Healthier Communities
  - Engaged Communities
  - Greener Communities
  - Prospering Communities
- 3.2 Running through the delivery of these outward facing themes is an inward facing theme of being a *High Performing Council*. This is the gateway priority through which any activity and accompanying resources must pass to ensure the Council delivers the best outcomes from with its funds and assets.
- 3.3 Within the four overarching community themes there are twelve strategic outcomes; thirty-three objectives; eighty priority actions for 2022/23 and thirty-six measures of performance.
- 3.4 The measures of performance within the strategy are an initial draft set to establish the principle of adopting measures that can support how we assess how well we are performing on delivering the strategic outcomes.
- 3.5 The Overview and Scrutiny Committee is reviewing the Performance and Financial Monitoring Information Green Book and the outcomes from this review will inform the suite of performance measures we will use and develop for the strategy going forward.
- 3.6 The Woking for all Strategy will be reviewed annually to ensure the strategic outcomes remain relevant and annual priority actions to deliver the outcomes are set.

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### 4.0 Directorate Service Plans

4.1 The draft Directorate Service Plans are set out in Appendix 2. The Directorate Service Plans are organised under the Corporate Leadership Team Directors to reflect the way the Council is structured as follows:

- Chief Executives
- Neighbourhood
- Planning
- Housing
- Finance
- Legal and Democratic Services

4.2 Directorate Service Plans are designed to take the Woking for all Strategy objectives and priorities into operational plans that drive improvement. Each Directorate Plan identifies:

- The services provided by the Directorate
- Some operating highlights for 2022/23
- Key Risks
- Key Projects
- Actions for 2022/23
- Savings Plans for 2022/23
- Directorate Staff and Service Budgets

### 5.0 Implications

#### Finance and Risk

5.1 The Woking for all Strategy 2022-27 provides clear direction and focus with respect to its strategic objectives and will support efficiency in resource allocation in line with the Council's Medium Term Financial Strategy.

#### Equalities and Human Resources

5.2 The Strategy reflects the Council's ambitions to promote equality and address inequalities in Woking.

5.3 The Strategy will support staff in understanding the strategic direction of the Council.

#### Legal

5.4 The Woking for all Strategy 2022-27 clearly sets the Council's its strategic objectives and the Directorate plans the key deliverables. Any legal implications arising from the key deliverables will be addressed at the appropriate time.

REPORT ENDS