



Report to: Cabinet Meeting - 1 April 2025

Portfolio Holder: Councillor Paul Peacock, Strategy, Performance & Finance

Director Leads: John Robinson, Chief Executive
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Report Summary	
Type of Report	Open Report / Key Decision
Report Title	Community Plan Refresh
Purpose of Report	To present the refreshed Community Plan 2023-2027
Recommendations	<p>That:</p> <ul style="list-style-type: none"> a) the refreshed Community Plan 2023-2027 be referred to Full Council for approval and adoption; b) the £45,000 budget that was allocated towards activities for Motion for the Ocean as part of the 2025/26 revenue budget setting, be re-allocated into the Flooding Defence Reserve to fund a further Community Resilience Grant Scheme in 2025/26; and c) the transfer of £10,000 from the Cleaner, Safer, Greener reserve to Environmental Services to allow the organisation of day-to-day activities around the commitment to grow ocean literacy (Motion for the Ocean) be approved.
Alternative Options Considered	To not refresh the Community Plan for 2023-2027.
Reason for Recommendations	The Community Plan 2023-2027 is the key document which will set the vision and direction of the Council during a four-year term. As such it is necessary that this document is refreshed throughout the four year term, to ensure the plan reflects the projects and initiatives which are ongoing or yet to be delivered.

1.0 Background

1.1 The Community Plan is the key direction setting document used to outline the priorities and vision of the Council for a four-year term. The current Community Plan has been in place formally since December 2023, when it was approved by Full Council.

- 1.2 The Community Plan is one of a suite of documents, setting out and defining the Councils priorities. Another key document within this suite is the Performance Report, which was refreshed and the performance indicators updated based on the 2023-2027 Community Plan. The new performance indicators came into effect as of Quarter 1 2024/25.
- 1.3 Portfolio Holders, committee Chairs and Vice Chairs have been working to review progress against the Community Plan as it enters the start of the third year. The purpose for reviewing the Community Plan is to understand which actions have been completed and embedded within everyday operations, enabling those to be removed from the plan which allows the outstanding actions to be clearly visible. This visibility then allows the Administration to inwardly challenge whether what is outstanding is still a priority and account for any emerging priorities which have arisen since the development of the plan.

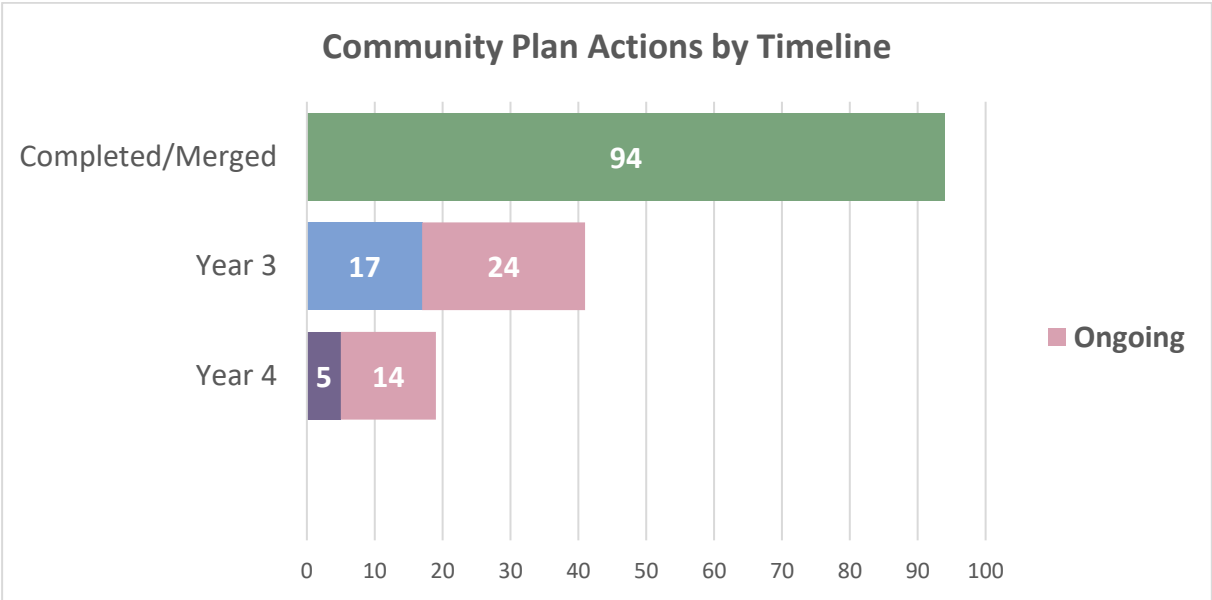
2.0 Proposal/Details of Options Considered

- 2.1. At the core of the Community Plan is its objectives, which consists of 8 objectives covering the breadth of Council business. These objectives were reviewed by members as part of this process, to understand the priority order of each objective and to sense check whether these objectives still reflect the priorities and ambitions of the Council.
- 2.2. As such work has been undertaken within the refreshed Community Plan (**Appendix 1**) to propose that our Objectives are rebranded, to be known as our Ambitions, as well as some changes to the phrasing of particular Ambitions. These Ambitions are reflected by 7 separate statements (*figure 1*).



Figure 1. Community Plan Ambitions

2.3. To complement this, the actions contained within each of the Ambitions have been reviewed to understand whether the actions have been completed and embedded into business as usual and can therefore be removed from the plan, or where crossovers exist and a synergy can be sought between actions and finally, what is currently ongoing or yet to begin and will do so in either year 3 or year 4. All changes to the Community Plan are set out in **Appendix 2**.



2.4. The proposal to remove actions which are complete and have been embedded into business-as-usual processes is necessary for the visibility and accountability of the refreshed Community Plan, however this did mean that our everyday services felt underrepresented within the plan. As described by the LGA, “Local government touches the lives of everybody, every day”¹

2.5. As such it has been proposed that a new page should be inserted within the refreshed plan entitled ‘Services we provide for Communities Every Day’ (page 12, Appendix 1). This forms part of a holistic overview that the Community Plan sets out, from our District, through the mechanics of the Council and how we finance our plans. The inclusion of our everyday services demonstrates why we exist and how we serve communities day in day out, which then leads into the Ambitions the Council has over and above those day-to-day services.

2.6. The process to refresh the Community Plan has also provided an opportunity to identify whereby actions require a change to either the language, resource or emphasis currently detailed. These changes mean that the Community Plan can be adapted to clearly illustrate what the Council aims to achieve for the remaining life of the plan. One such action awaiting this work to be carried out was the update on the Motion for the Ocean Action Plan report to Cabinet in January 2025. Cabinet decided to defer the decision on the allocation of funds to further Motion for the Ocean activities given that the Community Plan refresh was underway with Portfolio Holders, Committee Chairs and Vice Chairs.

2.7. This work has now been completed and the Community Plan refresh proposes to adapt and broaden out the action which describes the Motion for the Ocean, to instead to

¹ [What is local government? | Local Government Association](#)

outline our ambition to work in conjunction with statutory authorities to promote good river and waterway health. Therefore, it is now recommended that Cabinet approve the re-allocation of the £45,000 that was allocated towards activities for Motion for the Ocean, as part of the 2025/26 revenue budget setting, into the Flooding Resilience Reserve. In addition to this, it's recommended that Cabinet approve the transfer of £10,000 from the Cleaner, Safer, Greener reserve to Environmental Services to allow the organisation of day-to-day activities around the commitment to grow ocean literacy.

- 2.8. The refreshed Community Plan was presented to the Policy and Performance Improvement Committee (PPIC) at the meeting held 10 March 2025, with the recommendation of endorsing the Community Plan and forwarding any comments to Cabinet for consideration. As a result, Members of PPIC voted to unanimously endorse the Community Plan to Cabinet.

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding, Sustainability, and Crime and Disorder and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Financial Implications (FIN24-25/6470)

- 3.1 Many of the actions within the Community Plan do not require additional financial resources due to the nature of the actions. For the actions that require additional budget, this budget has been included within the 2025/26 budget or within the Medium-Term Financial Plan.
- 3.2 £45,000 was approved at Council on 6 March 2025 to be spent on activities in relation to the action plan for Motion for the Ocean. This is a one-off budget during 2025/26. The proposal to reallocate this and transfer this into the flooding resilience reserve therefore could be accommodated rather than being spent on the action plan.
- 3.3 There is sufficient monies available within the Cleaner, Safer, Greener reserve to fund the one-off contribution of £10,000 reserve to allow the organisation of day-to-day activities around the commitment to grow ocean literacy. The transfer of £10,000 from the Cleaner, Safer, Greener reserve to Environmental Services would allow the organisation of day-to-day activities around the commitment to grow ocean literacy (Motion for the Ocean) and any surplus at year end can be returned to the reserve and rolled in to the next financial year if needed.

Legal Implications (LEG2425/4045)

- 3.4 Cabinet is the appropriate body to consider the content of the report. By virtue of the Council's Constitution, the Community Plan is part of the Council's Policy Framework, which is reserved to Full Council for approval and adoption.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

[Motion for the Ocean – Action Plan Update to Cabinet January 2025](#)