

REPORT TO	DATE OF MEETING
SCRUTINY COMMITTEE	16 August 2011
CABINET	7 September 2011
COUNCIL	21 September 2011



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SUBJECT	PORTFOLIO	AUTHOR	ITEM
DRAFT CORPORATE PLAN 2011-13 CORPORATE RISK REGISTER 2011/2012	LEADER / FINANCE & RESOURCES	R Heap	7

1 - SUMMARY AND LINK TO CORPORATE PRIORITIES

- 1.1 The Corporate Plan is the document which sets out the Council's priorities, how those priorities will be delivered, and how progress will be measured.
- 1.2 Following agreement at Council on 2 March to defer approval of the new Corporate Plan to the new municipal year, a draft plan has now been finalised. This report presents a new Corporate Plan for 2011-13 and an updated Corporate Risk Register for 2011/12.

2 - RECOMMENDATIONS

- 2.1 That Scrutiny Committee considers the attached Corporate Plan 2011-13 and makes comments accordingly.
- 2.2 That Cabinet approves the Corporate Plan 2011-13 and Corporate Risk Register for 2011/12, and recommends adoption by Council.
- 2.3 That, as set out in the report, Cabinet agree to the acquisition of an additional mini-sweeper.

3 - DETAILS AND REASONING

- 3.1 The draft Corporate Plan for 2011 – 2013 is attached at appendix A. The plan is split into sections:

Our priorities – the Council's overarching corporate priorities.

Our objectives – the Council's aspirations for the borough; where we want to be.

Our key actions – the things that we will do to get us there.

Our success measures – targets we are aiming for through 2011/12.

- 3.2 Consultation on priorities has been held with residents and partner organisations, which has helped to inform both the Corporate Plan and the Budget. The draft plan has taken into account feedback provided by members and residents, as well as the Citizens' Panel. The plan reflects an emphasis on partnership working where we can help to direct the resources of our partners to improve the borough. Increasingly, the Council's role is one of influence rather than control – particularly on large projects such as Cuerden development and Leyland Station.
- 3.3 National developments, such as the abolition of Comprehensive Area Assessment and Local Area Agreements have shaped the plan, in removing statutory performance indicators. With

more local emphasis, and in line with feedback received, it is proposed to retain the existing corporate priorities:

- Clean, green and safe
- Strong South Ribble in the heart of a prosperous Central Lancashire
- Strong and healthy communities
- Efficient, effective and exceptional council

- 3.4 A number of members and officers have been engaged in production of the Corporate Plan. Scrutiny Committee members met to appraise the previous plan (2008 – 2011) and reporting format, and to shape the key actions and success measures going forward. In addition to requesting more locally focused outcomes and targets (as opposed to regional or national measures), members were keen to see greater transparency and simpler, more user friendly monitoring reports.
- 3.5 Accordingly, the plan and the monitoring reports beneath it are focused on tangible outcomes which will make a difference in our communities. Success measures are identified to provide snapshots of progress, but a revised approach to performance monitoring and reporting will provide more clarity, on a quarterly basis. Use of milestones will help us to be specific about what will be delivered and when, as well as showing development over time.
- 3.6 There are a number of unknowns and changes in the external environment which may impact on the Council and how it carries out its business; examples include the Localism Bill, the 'Big Society' and health arrangements following the dissolution of Primary Care Trusts. What is known for certain is the backdrop of ever decreasing resources against which the Council operates; the plan has been written to clearly identify our priorities, whilst allowing for flexibility as national policy evolves. The timeline of the plan to 2013 mirrors the Council's confirmed financial settlement. As the Government confirms the funding available to local authorities for 2013/14 and beyond then our Corporate Plan will be updated accordingly.
- 3.7 In addition to changes in the national landscape, developments within the organisation will impact on delivery of the Corporate Plan. A number of reviews are underway, with the aim of streamlining services and ensuring fitness for purpose looking forwards. Outcomes from these, such as the Community Involvement Review, will inform several of the key actions, and strengthen member roles in engaging with the public. This review proposes the development of Community Improvement Plans which will generate activity at a local level; this will need to be within the existing framework and in line with approved priorities.
- 3.8 The Corporate Plan does not exist in isolation; the Medium Term Financial Strategy (budget) and Corporate Risk Register also support the allocation of resources and delivery of the Council's priorities. Given the financial pressure which the Council is under, a priority led approach to spending is more important than ever. Collectively, there is a need to be stringent in order to maximise the impact of resources; following approval of priorities, to avoid deviating as far as possible.
- 3.9 A number of activities contained in the plan are yet to have resources allocated to them in terms of both cash resources, or resources with regard to staff capacity to undertake the work. Identification of the specific resources needed to undertake these activities and scoping of the potential projects that could feature in a number of the proposed work programmes is underway. Alongside this, over the next couple of months, we will be refreshing our financial strategy and producing a Community Infrastructure Levy schedule to support our Local Development Framework. It would therefore be sensible to align all of these pieces of work to allow relative priorities to be considered when we will have a better understanding of available funding and future savings required.

- 3.10 To support the Council's approach to neighbourhood working, it is proposed to purchase a third mini sweeper. This will provide greater capacity in street cleansing, and equity across the three neighbourhood working areas.
- 3.11 Updated Corporate Risk Register
An updated Corporate Risk Register (CRR) for 2011/12 is attached at appendix B. The CRR sits alongside the Corporate Plan, and is monitored biannually by Governance Committee. The CRR has been reassessed as part of the annual corporate planning process. Outcomes from the key actions contained in the Corporate Plan mitigate the risks identified in the Corporate Risk Register – Governance Committee will consider progress in November 2011.
- 3.12 The CRR now contains nine key risks with two former risks removed, two entirely new risks added, four retained and three revised to more accurately reflect the changed risk environment. Members will not be surprised to note that a key focus for these is the need to continue to respond to the new agenda and financial climate faced by local government.
- 3.13 The revised risks have been scored / prioritised to reflect the mitigation from the projects and actions completed during 2010/11 and to ensure that the degree of further management action taken is commensurate with the potential problems or opportunities that they represent. The new CRR now contains 3 high (red) risks, 5 medium (amber) risks and 1 now considered to be low (green) risk.

Appendix 2 contains the following information:

- (1) **Risks and Opportunities** – the list of corporate risks revised and updated by SMT for 2011/12
- (2) **Risk Rating** – a 'traffic light' assessment of the significance that each risk presents to the achievement of the Council's priorities and objectives as set out in the Corporate Plan. This has been revised to reflect mitigating actions undertaken during 2010/11.
- (3) **Corporate Plan Actions** – a list of the key corporate actions contained in the draft Corporate Plan 2011-13 that are relevant to each corporate risk. The completion of these key projects and underlying actions is effectively the prime means of addressing the strategic risks or exploiting the opportunities identified in the CRR.

4 - WIDER IMPLICATIONS

- 4.1 In the preparation of this report, consideration has been given to the impact of its proposals in all the areas listed below, and the table shows any implications in respect of each of these.

FINANCIAL	It is estimated that to procure and maintain an additional mini-sweeper there would be an increase in costs to the current revenue budget of £25,000 per annum. Running & operating costs can be accommodated from within the existing budgetary provision. The £25,000 per annum required can be funded by a contribution from a reinvestment of accumulated efficiencies held within general reserves. The financial implications of delivering the Corporate Plan are dealt with in the annual budget report or, in some cases, will be assessed more fully as the budget proposals for 2012/13 are developed
LEGAL	None arising directly from this report.
RISK	The key risks in delivering the draft Corporate Plan are identified in the Corporate Risk Register attached.

<i>OTHER (see below)</i>	<p>Consultation - the Council has undertaken consultation throughout the course of the year which will help to ensure that choices about council priorities are informed, timely and link with those of partner organisations. This has included the Council's citizens' panel of approximately 1500 residents, broadly representative of the population in South Ribble.</p> <p>The consultation undertaken has ensured that the key issues and priorities for the Borough have been reflected within the Corporate Plan and Financial Strategy.</p> <p>Equality - in line with the Council's approach to equalities, individual equality impact assessments will be carried out individually as appropriate for actions / projects within the Corporate Plan. Where equality impact assessments already exist, they will be reviewed to ensure fitness for purpose.</p>
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<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings / Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information / Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>