

REPORT TO	DATE OF MEETING
Scrutiny Committee	9 December 2014

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SUBJECT	PORTFOLIO	AUTHOR	ITEM
Corporate Plan, Medium Term Financial Strategy and Risk Register for 2015/2016	Leader of the Council	Darren Cranshaw	

SUMMARY AND LINK TO CORPORATE PRIORITIES

On an annual basis the Council reviews and re-freshes its Corporate Plan as part of the performance management framework to identify the key issues that will help us to achieve our vision and priorities for South Ribble.

The Corporate Plan drives the Council’s medium term financial strategy, budget and ultimately in setting council tax. An important element of the process is to ensure that corporate risks are identified and mitigated. The Scrutiny Committee is asked to consider what the key issues are in this process.

This item links to the Council’s current vision and all its priorities.

RECOMMENDATIONS

The Scrutiny Committee is asked to consider the key issues it would like to see included in the corporate plan for 2015/2016, medium term financial strategy and risk register.

DETAILS AND REASONING

As mentioned earlier, each year the Council reviews and re-freshes its Corporate Plan as part of the performance management framework to identify the key issues that will help us to achieve our vision and priorities for South Ribble. This enables the Council to concentrate on the key issues that matter to our residents, councillors and local communities.

Our Corporate Plan is the over-arching document that drives our medium term financial strategy, budget and in setting council tax. Risk is also a key element so that we are able to meet the challenges facing us and to keep performance and key processes on track. A corporate risk register and actions plan is therefore produced.

A copy of this year’s corporate plan is included at Appendix 1 and a copy of the current risk register at Appendix 2.

Informal discussions have started to take place with Cabinet Members and Senior Management Team on the key issues for next year’s Corporate Plan, medium term financial strategy and risk register for next year. These discussions are against a

backdrop of further efficiencies needing to be made to narrow the continued anticipated budget gap facing the Council and wider public sector.

To help these discussions and the preparatory work currently taking place, the Scrutiny Committee is asked to consider and comment on the key issues it would like to see in next year's Corporate Plan, medium term financial strategy and risk register.

The Scrutiny Committee is asked to consider the following questions as part of their deliberations:

- ▶ Are the Corporate Objectives still relevant and current?
- ▶ What key actions should there be in 2015/2016?
- ▶ What key measures of success should there be in 2015/2016?
- ▶ How can efficiencies be made in 2015/2016 and beyond?
- ▶ Are there any new ways of working or changes that would help to improve services and generate efficiencies?
- ▶ Are there any new risks that should be included in the risk register?
- ▶ What is the role of the Scrutiny Committee in monitoring performance on the Corporate Plan, medium term financial strategy and risk register?

The Scrutiny Committee's comments will be considered by Cabinet Members and Senior Management Team in preparing a draft Corporate Plan for consideration of the Cabinet on 11 February 2015 and full Council on 4 March 2015.

WIDER IMPLICATIONS

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	None as a direct result of this report, but the Scrutiny Committee's comments will be used to inform the medium term financial strategy, budget and council tax setting going forward.
LEGAL	None as a result of this report.
RISK	This report asks the Scrutiny Committee to consider this year's risk register and suggest any risks for next year. A high-level risk assessment will be carried out when the Corporate Plan is drafted and as part of the risk and project management frameworks appropriate risk assessments will be carried out on individual corporate plan actions/projects once it is agreed.
THE IMPACT ON EQUALITY	Equality, diversity and community cohesion will be considered as the Corporate Plan is drafted and full equality impact will be carried out on the Corporate Plan, medium term financial strategy and risk register.
OTHER (see below)	

<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>

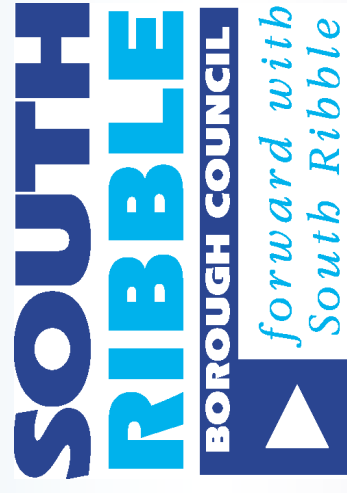
BACKGROUND DOCUMENTS

Performance Management Framework

Our Values:

- Integrity
- Positive Attitude
- Learning Organisation
- Teamwork
- Excellence

Corporate Plan 2014-2015



www.southribble.gov.uk

For more information on this plan, please contact:

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Our vision:
to make South Ribble a great place
to live, work, visit and play!



Corporate Plan 2014-2015

Our 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
Our Objectives	<ol style="list-style-type: none"> Promote and maintain high quality public space and environments across the borough through effective and efficient services, education, enforcement, community involvement and working with partners, in particular the county council. Work with communities in enhancing and promoting sustainability. Work with communities and partners to ensure that South Ribble remains a safe place, by tackling crime, anti social behaviour and fear of crime. 	<ol style="list-style-type: none"> Work on a Central Lancashire footprint to ensure that growth is managed in a way which benefits local communities and maintains the identity of South Ribble. Work with partners to drive forward regeneration and improvement programmes Improve the quality and standard of housing and property, in line with local needs. 	<ol style="list-style-type: none"> Take a leading role in working with partners on the emerging public health agenda. Promote stronger, confident and more active communities throughout the borough, through effective community involvement and development. 	<ol style="list-style-type: none"> Deliver value for money in all aspects of the council's work, through challenging processes, supporting our employees and delivering exceptional customer service. Work within a sustainable and robust Medium Term Financial Strategy. Continue to develop a high quality, motivated and flexible workforce.
Our Key Actions	<ol style="list-style-type: none"> Continue to seek opportunities to improve parks and open spaces across the borough. Work to enhance Worden Park as a local asset and visitor attraction. Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy. Deliver the waste procurement project plan as part of re-tendering the service and ensure an effective transition for the new waste partner. Further develop our approach to neighbourhood working, including zero tolerance of dog fouling, litter and fly tipping. Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence. 	<ol style="list-style-type: none"> Support development of the Cuerden Strategic Site. Develop a range of town and village centre environmental schemes. Work with neighbours to develop opportunities for economic regeneration. Work with partners to agree priorities and secure investment in housing. Work with our communities to deliver a joined up and long term approach to planning and development. Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough. Work with LCC and providers to improve the local transport infrastructure. 	<ol style="list-style-type: none"> Empower Members to fulfil their role as community leaders. Implement My Neighbourhood action plans. Work with partners to offer the best possible opportunities to South Ribble's children and young people. Work with GPs and other partners, including Lancashire County Council Public Health on local health and wellbeing needs. Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities. 	<ol style="list-style-type: none"> Seek to continually improve, ensuring that council services are fit for purpose and customer focused. Effectively manage change and organisational development to sustain a flexible workforce. Establish opportunities to develop effective collaborative working with partners. Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services.
Our Success Measures 2014/15	<ol style="list-style-type: none"> 75% of residents satisfied with the cleanliness of the borough 80% of residents satisfied with the waste and recycling collection service 48% of household waste sent for reuse, recycling and composting 80% of residents satisfied with parks, playgrounds and open spaces 90% of residents with confidence in South Ribble being a safe place to live 	<ol style="list-style-type: none"> Support the retail economy of Hough Lane: <ul style="list-style-type: none"> - 100% occupancy: Leyland Market - 90% occupancy: town centre retail units 4 town and village schemes started or planned. 520 businesses assisted by the Council 35 affordable homes delivered subject to planning permission No one stays in Bed & Breakfast accommodation longer than six-weeks at any point in time. Number of long-term empty properties brought back into use (number to be determined) 	<ol style="list-style-type: none"> 80% of members satisfied with development opportunities. 90% of residents satisfied overall with the local area as a place to live 60% of residents satisfied with sports and leisure facilities Delivery of a coaching programme to 1000 children in primary schools. No premises will be less than 3 stars in the National Food Hygiene Rating Scheme. 	<ol style="list-style-type: none"> 70% of residents satisfied with the Council External assessment: <ul style="list-style-type: none"> - Customer Service Excellence - Investors in People Council Tax <ul style="list-style-type: none"> - 98% in year collection rate - increase kept below inflation £410,000 total savings made, as agreed as part of the budget / financial strategy. 95% of customers satisfied with Gateway 90% staff satisfied with the Council as an employer

Corporate Risk Register 2014/15

	Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan (3)	Lead Officer
1	Manage the Efficiency Agenda to Address Reductions in Funding (Retained)	12	Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services (22)	HOSFS
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused (19)	DOCGBT
			Effectively manage change and organisational development to sustain a flexible workforce (20)	HOHRPR
			See also Corporate Plan actions (3) (9) (18) (21)	MISC
2	Respond to Other Public Sector Policy Changes (Retained)	12	Empower Members to fulfil their role as community leaders (14)	HOHRPR
			See also Corporate Plan actions (7) (9) (10) (17) (21) (22) (15)	MISC
3	New Waste Collection Service Contract (New)	12	Deliver the waste procurement project plan as part of retendering the service and ensure an effective transition for the new waste partner (4)	D(MG)
4	Continue to Ensure the Delivery of Affordable Housing (Retained)	9	Work with partners to agree priorities and secure investment in housing (10)	D(DJ)
			See also Corporate Plan actions (9) (11)	MISC
5	Deliver Regeneration of Leyland and the South Ribble Area (Retained)	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	D(MG)
			Work to enhance Worden Park as a local asset and visitor attraction (2)	D(MG)
			Support development of the Cuerden Strategic Site (7)	D(DJ)
			Develop a range of town and village centre schemes and environmental schemes (8)	D(DJ)
			Implement My Neighbourhoods Action Plans (15)	D(DJ)

	Risks & Opportunities (1)	Risk Rating (2)	Key Actions in Corporate Plan (3)	Lead Officer
6	Manage the Economic Recovery (Retained)	9	Work with neighbours to develop opportunities for economic regeneration (9)	D(DJ)
7	Collaborate with the LCC Public Health Service to deliver Health & Well-Being Opportunities (Retained)	9	Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (17)	D(MG)
8	Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies (Retained)	8	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy (3)	D(MG)
			Through the Safer Chorley and South Ribble Partnership and new Police & Crime Commissioner, work to tackle crime, fear of crime and promote public confidence (6)	D(MG)
			Work with partners to offer the best possible opportunities to South Ribble's children and young people (16)	D(DJ)
			Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (18)	D(DJ)
			Establish opportunities to develop effective collaborative working with partners (21)	CEO
9	Deliver the benefits from City Deal (New)	4	Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough (12)	D(DJ)
			Work with our communities to deliver a joined up and long term approach to planning and development (11)	D(DJ)
			Note: City Deal has been identified as a Key Corporate Risk as it represents a long term strategic commitment and significant development opportunity that will need to be exploited over a sustained period in order to achieve the maximum benefit for South Ribble. At the present time this is "on track" and is rated as green however this may change and it will need to be monitored going forward as more information becomes known.	

Key to Risk Ratings

	Likelihood	Rarely 1	Unlikely 2	Likely 3	Highly Likely 4
Major	4	Low	Medium	High	High
Serious	3	Low	Medium	Medium	High
Minor	2	Low	Low	Medium	Medium
Insignificant	1	Low	Low	Low	Low

THE RISK MATRIX			
4	8	12	16
3	6	9	12
2	4	6	8
1	2	3	4

Likelihood of Occurrence	
Definition	Score
Almost certain (there is little doubt that the event will occur)	4
Likely (there is a strong possibility that the event will occur or there is history of regular occurrence within the Authority)	3
Unlikely (there is a possibility that the event will occur or there is history of occasional occurrence within the local authority)	2
Rarely (there is a slight possibility that the event will occur)	1

Lead Officers

CE	Chief Executive
DOCGBT	Director of Corporate Governance & Business Transformation
D(DJ)	Director (Denise Johnson)
D(MG)	Director (Mark Gaffney)
HOSFS	Head of Shared Financial Services
HOSAS	Head of Shared Assurance Services
HOHRPR	Head of Human Resources & Public Relations

Key Action Ratings

	Progress being made performance on track
	Some progress made – performance limited
	Little or no progress made – performance needs to be improved