

REPORT TO	ON
Scrutiny Committee Full Council	2 nd September 2019 25 th September 2019



TITLE	REPORT OF
Draft Refreshed Corporate Council Plan 2019-23	Interim Chief Executive

Is this report confidential?	No
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PURPOSE OF THE REPORT

1. To seek approval of the revision of the Council’s Corporate Plan to be established for 2019-23

RECOMMENDATIONS

2. It is recommended:
(i) That Council approves the Corporate Plan for 2019-23 attached at Appendix 1

CORPORATE PRIORITIES

3. The report details a revision of the Corporate Priorities which have been redefined and developed as Outcomes. Each Outcome has between three and four priorities which define how the Council’s Outcomes will be achieved.

Existing Priority	Revised as OUTCOME
EXCELLENCE AND FINANCIAL SUSTAINABILITY	EXCELLENCE, INVESTMENT, FINANCIAL SUSTAINABILITY Excellent services and a strong financial position that enables us to invest in the right way
HEALTH AND WELLBEING	HEALTH, WELLBEING & SAFETY Residents are, happy, healthy, active and independent
PLACE	PLACE, HOMES AND ENVIRONMENT Our green spaces are valued and development is well managed
OUR PEOPLE	OUR PEOPLE & COMMUNITIES Strong and active communities where people are engaged and have a voice

BACKGROUND TO THE REPORT

4. Following the outcome of the election it was necessary to revise and refresh the Corporate Plan. Manifesto pledges and subsequent arrangement of confidence and supply established a clear outline and focus for the newly formed administration which shifted the approach the Council will undertake in the delivery of its vision.

5. This revised Corporate Plan establishes a new 4 year vision and plan for 2019-23. The Plan will be updated annually to define what will be delivered in year and attached to this report in Appendix 2 is the proposed outputs and deliverables.
6. In summary the following changes have been made
 - ▶ The Vision has been changed and updated;
 - ▶ 4 projects from the existing Corporate Plan are not being taken forward;
 - ▶ 12 new activities added;
 - ▶ 32 existing activities reviewed and refocused.
7. The revised plan has a greater emphasis on
 - ▶ Environment and Climate Change;
 - ▶ Tackling Health Inequalities;
 - ▶ Engagement with Communities and Development of Active Democracy and Participation.

PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)

8. The first part of the vision for the Council has been changed, and is now defined as; **“A healthy and happy community, flourishing in a safer and fairer borough”**
9. This vision sets out a clear statement that for each and every resident of South Ribble, the Council believes everyone should have fair access to opportunity (whether this is having a safe home, good job and the right skills). The role of the Council is to help remove barriers that prevent people from accessing those opportunities and the Corporate Plan sets out a series of outcomes and priorities that address those barriers and focus on access and fairness for all.
10. In achieving this aim, the vision sees that people in South Ribble will feel happy, healthy and safe which is at the heart of the Corporate Plan.
11. The second part of the Vision remains predominately unchanged. This part of the vision concerns the Council as a whole and the administration remains committed to being **‘a Council that is recognised for being innovative, forward thinking and financially sustainable, whilst putting people at the heart of everything we do’**.
12. The new Corporate Plan has been structured to reflect the change in approach of the Council and sets out clearly what the Council will be focused on for 2019-23, and how it will seek to achieve its objectives.
13. The terminology has been changed as the Council moves away from programmes and projects, to better align priorities to activities and the services that the Council delivers. This change is set out below and can be seen in the way the plan has been structured in Appendix 1.

Former



Revised



This is where we want to be

This is where we need to focus to reach our outcomes

This is how we will address our priorities and the activities we will deliver

14. The outcomes and their associated priorities of the Council are summarised in the table below;

OUTCOMES	OUR PRIORITIES ARE			
Excellence, Investment, & Financial Sustainability	Customers of the Council can expect the highest standards of service and when they need us they have a good experience.	We will make effective investment and use of our assets.	We will develop new business models and approaches, including shared services.	
Health, Wellbeing & Safety	We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services.	We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality).	We continue to be recognised as a Dementia Friendly Community.	We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident.
Our People & Communities	Communities are able to get involved, have a voice and feel supported to make things happen in their community.	The Council seeks innovative ways to ease the financial burden on residents.	We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence.	
Place, Homes & Environment	We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	We will promote safe, secure dwellings that people can afford to live in and can call home.	We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment.

15. Within each priority there are key objectives and outputs that set out clearly what the Council will do to achieve its outcomes by addressing the priorities.
16. Appendix 2 sets out each outcome, priority and the associated tasks from page 5. It also provides detail of the relationship of activities and or priorities to previous programmes and projects within the earlier Corporate Plan that was approved February 2019.
17. Within the existing Corporate Plan there were approximately 16 projects which either had no scope, the scope was not clear, there was low confidence on delivery or there was further direction needed in order to progress. In dealing with the review of the Corporate Plan this has been reviewed and direction provided in order to take forward activities to meet the Corporate Plan objectives.
18. There have been a number of programmes/projects that are not being taken forward in the revised Corporate Plan. Further details are provided in Appendix 2 Page 4 as to why these projects have not been taken forward.

Existing Priority	Existing Programme	Existing Project
HEALTH & WELLBEING	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention	Develop masterplans for Lostock Hall, Bamber Bridge and Penwortham Leisure Sites
PLACE	Place Promotion	Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.
PLACE	Place Promotion	Work with partners to build a network of South Ribble Ambassadors.
OUR PEOPLE	Organisational Development	Phase 1 Leadership Development Programme

19. There are also projects which have been previously listed as discrete elements of work. In the revised plan there are two project elements that have been removed as projects, but are included within ongoing work and remain a focus for the Council as part of the Local Development Plan.

Existing Priority	Existing Programme	Existing Project
PLACE:	City Deal and Plan for Successor Programmes	Awarding of contracts and begin cross borough link road
PLACE:	River Ribble Master planning	Explore funding opportunities and secure planning permission for the development of the new Ribble crossing

20. There have been a number of new activities added to the revised plan. These activities require scoping and the assessment of resources will be undertaken in conjunction with future service planning and budget processes.
21. Appendix 2 provides a full summary of the new additions to the Corporate Plan, and to which Outcome and Priority they belong. This can be found in Appendix 2 Page 13-15.

22. Summarised below are the key activities that have been added to the Corporate Plan.

- ▶ We will work with our Community Safety partners to identify solutions that resolve the concerns that residents have told us they have over crime and safety;
- ▶ Ensure that residents have access to first class advice services;
- ▶ Review the Scrutiny Review of 'Mind the Gap' to update the recommendations and define an action plan;
- ▶ Develop proposals for a Credit Union;
- ▶ We develop a Youth Council to strengthen the voice of Young People in our community;
- ▶ Review the My Neighbourhood approach to develop our collaborative approach with communities;
- ▶ We will develop proposals for how we can identify the ways to make sure our parks and existing cherished local open spaces can be protected;
- ▶ Develop and deliver a strategy to eliminate all single use plastic within the council buildings and seek to encourage the elimination of single use plastics by our residents and businesses;
- ▶ We will develop a strategy and action plan to halt overall loss of England's biodiversity which support ecosystems and establish ecological networks, with more and better places for nature for the benefit of wildlife and people;
- ▶ We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030;
- ▶ We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents.

Performance Management and Key Performance Indicators

23. The performance measures and indicators that have been identified for the Corporate Plan, reflects a change in focus to understanding what residents think about the Council and South Ribble as a place, as well as delivering outputs against our activities. This is detailed in Appendix 3.

24. A regular resident survey has not been undertaken for many years. Plans to undertake a regular annual residents' survey from September 2018 were due to commence but was not taken forward. A survey was undertaken by the Local Government Association (LGA) in 2017 as part of improvement support being provided to South Ribble Borough Council at that time. The telephone survey was conducted in March 2017. In order to provide any meaningful baseline or comparison the survey would need to be undertaken by phone and other methods could not be used.

25. A new residents' survey will be undertaken regularly to assist the Council in understanding how it is performing against the outcomes set out in the Corporate Plan. The questions to be used are detailed in Appendix 3.

26. The Council's current Performance Management Framework and Data Quality Policy are being reviewed and refreshed. This will strengthen the way in which the Council manages performance indicators and measures so they are robust, reliable and provide the information needed to assist Leadership Team and Cabinet to make decisions that are intelligence led.

27. The activities of the 2019-2023 Corporate Plan will be monitored via the Council's project management system, InPhase.

28. Project and risk updates will be provided informally to Programme Board meetings to review progress and address any issues or risks as they arise.

29. Progress will be formally reported to the Leadership Team and Elected Members (via Scrutiny Performance and Budget Monitoring Panel and Cabinet) in Quarters 1, 2, 3, in the form of performance monitoring reports. A single report for Quarter 4 and an annual summary will be provided to Full Council at the end of Quarter 4 (i.e. in June 2020).

Service and Budget Planning

30. Following the approval of the Corporate Plan, the Budget and Service Planning process will use the Corporate Plan as the basis for assessing service objectives and resourcing needs.

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

31. There have been a series of consultations that have been undertaken over the past 12-18 months. These have been considered in developing the revised Corporate Plan. These consultations include;

- ▶ Green Links Consultation Feb – April 2019
- ▶ South Ribble Partnership Community Survey Jul-Sep 2018

32. Further to this the election and its outcome takes in to consideration the manifesto on which the administration was formed.

FINANCIAL IMPLICATIONS

33. Not all corporate plan projects will have financial implications as they may be at a development stage or a budget provision was allocated to them in the budget and MTFS (Medium Term Financial Strategy) approved in February 2019. However there have been changes to the plan and an assessment of the resource and budgetary requirements of the revised plan will therefore be undertaken as part of the budget process.

LEGAL IMPLICATIONS

34. There are no direct legal implications arising from this report.

AIR QUALITY IMPLICATIONS

35. Air Quality remains as a key objective within the Corporate Plan with a commitment to delivering the Air Quality Action Plan.

COMMENTS OF THE STATUTORY FINANCE OFFICER

36. When the Corporate Plan has been approved, the council's financial plan, the Medium Term Financial Strategy, will be aligned with the strategic objectives of the Corporate Plan. Detailed work will be undertaken in the budget process to ensure that the corporate objectives and desired outcomes in the Corporate Plan can be delivered sustainably and within available resources.

COMMENTS OF THE MONITORING OFFICER

37. There are no direct legal implications arising from this report. Clearly it is imperative that the Council clearly defines its key priorities moving forward. Inevitably there will be a great deal of work underpinning that. The Council's Legal Services team will assist wherever possible in the achievement of our goals and priorities. This will involve taking a proactive approach to working as part of project teams.

OTHER IMPLICATIONS:

<p>▶ HR & Organisational Development</p>	Staffing resources and training will need to be considered to delivering the additional priorities contained within the Corporate Plan
<p>▶ ICT / Technology</p>	ICT remains a key enabler and as such the delivery of the 2019-2022 Digital Strategy is reflected in the deliverables of the Corporate Plan
<p>▶ Property & Asset Management</p>	A strategic asset review will be completed as part of the Corporate Plan objectives
<p>▶ Risk</p>	Risks to the achievement of the corporate priorities are set out in the Corporate Risk Register for 2019-2023, together with the controls and actions we will take to mitigate risk.
<p>▶ Equality & Diversity</p>	An Equality Impact Assessment on the 2019-2023 Corporate Plan has been undertaken (Appendix 3). As the Corporate Plan has been developed specifically to address the needs of the Borough, there is no adverse impact on any particular group or groups.

BACKGROUND DOCUMENTS

There are no background papers to this report.

APPENDICES (or There are no appendices to this report)

- ▶ Appendix 1 – Corporate Plan 2019-23;
- ▶ Appendix 2 – Corporate Plan Revision August 2019;
- ▶ Appendix 3 – Corporate Plan Measures and Performance;
- ▶ Appendix 4 – Equality Impact Assessment.

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