

REPORT TO	ON
CABINET SCRUTINY COUNCIL	13 February 2019 14 February 2019 27 February 2019



TITLE	PORTFOLIO	REPORT OF
Corporate Plan 2019-2024 and Risk Registers	Leader of the Council	Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	Yes
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	Yes
Is this report confidential?	No

1. PURPOSE OF THE REPORT

- 1.1 To seek approval of the Council's Corporate Plan for 2019-20 and acknowledge the Corporate Plan Risk Register and Corporate Risk Register for 2019-20.

2. PORTFOLIO RECOMMENDATIONS

- 2.1 It is recommended:
- (i) That Cabinet recommends for approval the proposed Corporate Plan for 2019-24 attached at **Appendix 1** to full Council on 27th February 2019.
 - (ii) That Cabinet acknowledge the Corporate Plan Risk Register and Council Corporate Risk Register for 2019-2020, in addition to the Equality Impact Assessment.

3. REASONS FOR THE DECISION

- 3.1 The updated 2019-2024 Corporate Plan has responded to the findings of the Community Strategy consultation carried out by South Ribble Partnership.
- 3.2 This plan brings forward specific programmes and projects that will be delivered by South Ribble Borough Council throughout 2019-2020.

4. EXECUTIVE SUMMARY

This report aims to:

- ▶ Articulate how the Council has used the findings from the Community Strategy consultation to build upon 2018-2019 progress, to shape programmes and projects for delivery throughout 2019-2020 that meet the needs and asks of the community.
- ▶ Outline the Council's vision and priorities.
- ▶ Introduce the Council's 2019-2020 Corporate Plan Risk Register, 2019-2020 Corporate Risk Register, and 2019-2020 Corporate Plan Equality Impact Assessment.
- ▶ Set out the consultation carried out for the development of the 2019-2020 Corporate Plan and the outcome of this.
- ▶ Confirm the Council's 'Performance Management, Review and Continuous Improvement approach'.
- ▶ Identify how the performance of the 2019-2020 Corporate Plan will be measured.
- ▶ Consider implications of the 2019-2020 Corporate Plan, including financial, HR, legal, ICT, property and assets, risk and equality.

5. CORPORATE PRIORITIES

5.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	✓
Health and Wellbeing	✓
Place	✓

Projects relating to People in the Corporate Plan:

People	✓
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6. BACKGROUND TO THE REPORT

- 6.1 In 2018-2019 the Council agreed on a vision for both the Council and for the Borough, in addition to three five-year corporate priorities which are set to be in place until 2023. Both the vision and corporate priorities were shaped through input from residents (via a resident survey completed in 2017), and engagements with both local businesses and partner organisations.
- 6.2 As a member of the South Ribble Partnership, the Council has worked in collaboration with partner organisations to develop a Community Strategy for 2019-2024, with the four priorities being identified as Effective Partnerships, Growth, Connected, and Place, as discussed in the previous item on the agenda.
- 6.3 To develop this strategy a significant amount of consultation was carried out across the community, to ensure that the strategy reflects the wants and needs of those who live, work, provide services, and do business within South Ribble.
- 6.4 This consultation included 20 interviews with senior members of key organisations within South Ribble, two partner workshops, each having over 60 attendees representing over 30 partner organisations, a Member workshop, and a survey shared with the public receiving over 1,600 responses, which was externally analysed receiving a score of 95% in regard to the survey sample's representativeness of the Borough.

- 6.5 Based on the findings within the Community Strategy consultation, we have built upon the work delivered throughout 2018-2019 across each of our corporate priorities, to ensure that each of our programmes and projects contribute towards delivering what the community has asked for. More detail can be found at **Appendix 1: Corporate Plan 2019-2020**.

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

7.1 **Corporate Plan 2019-2024**

The Corporate Plan maintains the vision developed as part of the five year plan - that ***'South Ribble is and continues to be recognised nationally as the best place in the UK'***.

- 7.2 This means a place where people can afford to live, that has access to high quality schools, colleges and employment opportunities for everyone and a place where people choose to live because it is safe and has lots of high-quality clean, green space for people to enjoy in their leisure time.
- 7.3 We also want South Ribble to be a place where businesses choose to invest because they have access to a highly skilled and motivated population seeking high quality employment opportunities.
- 7.4 The key outcomes that underpin our vision are set out below:
- ▶ Healthy life expectancy rate is above the national average
 - ▶ Above national average for access to affordable homes
 - ▶ High employment rate
 - ▶ School attainment and adult skills are above the national averages
 - ▶ People feel safe in South Ribble
 - ▶ Resident satisfaction is above national average
- 7.5 The Corporate Plan also maintains the vision for the sort of Council we want to be – ***'a Council that is recognised for being innovative, forward thinking and financially self-sufficient, whilst putting people at the heart of everything we do'***.
- 7.6 These visions align with the Community Strategy's vision – that ***'South Ribble will continue to be known as one of the best places in the UK to live, work and do business', and 'Our communities will continue to be amongst the best places to learn, thrive and grow'***.
- 7.7 The Council's visions are underpinned by our three corporate priorities:
- ▶ Excellence and Financial Sustainability
 - ▶ Health and Wellbeing
 - ▶ Place
- 7.8 Each of the above priorities is supported by 'Our People', focusing on Officers and Members, as without these two groups playing their crucial role, our corporate priorities could not be delivered for our communities.
- 7.9 Although 'Health and Wellbeing' is an individual corporate priority, Health and Wellbeing underpins our entire Corporate Plan ambition, and therefore features throughout each of our corporate priorities.
- 7.10 Our ambition is to deliver Health Leisure and Wellbeing Campuses across the Borough, connected by parks and open spaces via Green Links, improving access to quality health, leisure and wellbeing facilities and infrastructure. As detailed in the report to Council on the Community Strategy 2019-24, Health and Wellbeing features as an underlying approach with respect to each of its priorities.

- 7.11 Programmes and projects from each of the Council's corporate priorities within the Corporate Plan, have a direct contribution towards the priorities identified within the Community Strategy.
- 7.12 Within the 2019-2024 Corporate Plan (**Appendix 1**) each priority has a delivery plan broken down into programmes and projects to be achieved within the financial year. Where programmes and projects are detailed within the Corporate Plan in appendix 1, direct links to the Community Strategy have been identified.
- 7.13 The Medium Term Financial Strategy (MTFS) and the Capital Programme for 2019-2024 have been aligned to the 2019-2024 Corporate Plan to ensure that resources are in place to deliver the key projects.
- 7.14 When the plan has been approved, Operational Service Plans will be aligned to the 2019-2020 Delivery Plan. These will provide milestones for each of the key projects to be delivered in 2019-2020.
- 7.15 **Corporate Plan Risk Register 2019-20 and Council Corporate Risk Register 2019-2020**
- 7.16 A Corporate Plan risk register for 2019-2020 which identifies the risks that may hinder the success of delivering each corporate priority, can be found in **Background Document A**. In addition to this, a revised Council Corporate Risk Register for 2019-2020, identifying overarching corporate risks that may impact the Council's ability to perform, can be found in **Background Document B**. Both risk registers identify mitigating actions that will be taken to reduce these risks.
- 7.17 **Performance Management, Review and Continuous Improvement**
- 7.18 The Corporate plan is shaped and influenced by a number of different policies and strategies. Policies set out the framework of our intentions that we have agreed to follow. The strategy enables us to implement a policy, by setting out the roadmap with the means and resources that support us to achieve our outcomes.
- 7.19 Policies and strategies are local, sub-regional and regional. Performance, review and continuous improvement is the tool we use to check that both policy and strategy from where they have originated still connect with each other and that the Corporate Plan our objectives and whether we need to change course or maintain our heading.
- 7.20 The diagram below articulates this process;



- 7.21 Going forward this model will be used as a visual aid to demonstrate how all work carried out within the Council ties together, showing a strategic golden thread between the policies and strategies used to delivery programmes and projects within the corporate plan, and how these programmes and projects contribute towards priorities identified within the Community Strategy and Regional and Sub-regional plans.
- 7.22 Future reports will reflect and identify any requests for changes to current policies or strategies, or where there is needed development of new policies or strategies. This model will be used as a visual aid within reports to show where the policy or strategy in questions feeds into the Council's Corporate Plan.
- 7.23 The performance management, review and continuous improvement approach is the 'glue' that ensures that the right policies and strategies are in place to effectively deliver to Corporate Plan, and therefore meet the needs of the community identified in the Community Strategy.
- 7.24 It will be the role of those responsible for Corporate Planning and Partnerships to embed this approach, working closely with relevant officers, including Project Managers, the Communications team, Business Support Co-ordinators, and the Leadership Team to do so.
- 7.25 Each programme and project within the 2019-2024 Corporate Plan has Key Performance Indicators (KPIs) to measure their performance throughout the year.
- 7.26 All of the 2019-2024 Corporate Plan will be monitored via the InPhase performance and project management system, in addition to associated risks, and budgets for capital projects.
- 7.27 Project and risk updates will be provided informally to the Leadership Team on a monthly basis during Programme Board meetings.
- 7.28 Progress will be formally reported to the Leadership Team and Elected Members (via Scrutiny Committee and Cabinet) in Quarters 1, 2, 3 and 4, in the form of performance monitoring reports.
- 7.29 An Annual Report will be provided to Full Council at the end of Quarter 4 (i.e. in June 2020).

8. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 8.1 For this 2019-2024 Corporate Plan both the Community Strategy and previously approved 2018-2023 Corporate Plan were used as sources of consultation, capturing input from local residents, businesses, Members and partners.
- 8.2 The outcome of that consultation allowed the Council to ensure that the corporate priorities, programmes and projects that will be delivered throughout 2019-2020 are aligned with what the community has told us.
- 8.3 In addition to consultation carried out as part of the Community Strategy, two focus groups were held in November 2018, one with local residents and the other with local businesses.
- 8.4 These focus groups were used to gain an understanding of how local residents and businesses would like to see the Council's corporate priorities, programmes and projects shaped in 2019-2020, to ensure that what the Council delivers aligns with identified needs of the community.

- 8.5 During an away day in December, Cabinet used the outcomes of this consultation to shape the 2019-2020 delivery plan of the five year Corporate Plan.
- 8.6 The outcome of that consultation was used to finalise the Corporate Plan, now submitted for approval.
- 8.7 Further consultation on the new priorities will place with residents (via the Council's website), with partners (via the South Ribble Partnership) and with businesses (via a business breakfast meeting) in late January and early February 2019.
- 8.8 The Council's Scrutiny Committee will consider the Corporate Plan at its meeting on 14th February 2019. Amendments will be made to the plan to reflect any recommendations, with acceptance from Cabinet.

9. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 9.1 There are no other options to be considered as a five-year Corporate Plan, including corporate priorities and programmes were agreed at Council on the 28th February 2018. It is good practice for annual delivery plans to be regularly monitored and refreshed to ensure that the plan continues to meet the needs of the community.

10. FINANCIAL IMPLICATIONS

- 10.1 The financial implications of the Corporate Plan are set out in the Medium-term Financial Strategy 2019-2024 and Capital Programme 2019-2020 for, which is also submitted to this meeting for consideration.

11. LEGAL IMPLICATIONS

- 11.1 All programmes and projects carried out will sit within relevant legislative requirements.

12. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

- 12.1 Staff resources will be aligned to delivering the new priorities contained within the Corporate Plan.

13. ICT/TECHNOLOGY IMPLICATIONS

- 13.1 ICT is a key enabler and as such ICT resources and plans will be aligned to the delivery of the new Corporate Plan, including the delivery of the 2019-2022 Digital Strategy.

14. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

- 14.1 An asset management plan is being developed that will detail the actions and ensure alignment to the Corporate Plan and its delivery.

14.2 RISK MANAGEMENT

- 14.3 The Corporate Plan Risk Register can be found in **Background Document A**, and the Corporate Risk Register can be found in **Background Document B**.

15. EQUALITY AND DIVERSITY IMPACT

- 16.1. An Equality Impact Assessment on the 2019-2024 Corporate Plan has been undertaken (**Background Document C**). 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. As projects identified in the Corporate Plan are developed further, equality impact assessments will be undertaken as appropriate at that time.

16. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended:

- (i) That Council approves the Corporate Plan for 2019-24 attached at **Appendix 1**.

- (ii) That Council acknowledge the Corporate Plan Risk Register and Council Corporate Risk Register for 2019-2020, in addition to the Equality Impact Assessment.

17. COMMENTS OF THE STATUTORY FINANCE OFFICER

- 17.1 The Corporate Plan highlights the Council Priorities following extensive community and business engagement. The Council needs to align its staff and other financial resources to deliver the outcomes in a timely manner. The Medium Term Financial Strategy is the outcome of this alignment and to which the Council will monitor its performance throughout the year. Ongoing reports to Cabinet and Council will update members on additional resources available, transformation outcomes and project approvals to re-profile and enhance delivery of the plan.

18. COMMENTS OF THE MONITORING OFFICER

- 18.1 The Corporate Plan outlines the council's vision and priorities. It has been developed in the context of the Community Strategy. It is one of the vital foundation stones of our policy framework – as such it will require the approval of Council.

19. BACKGROUND DOCUMENTS

Background Document A: Corporate Plan Risk Register 2019-2020

Background Document B: Council Corporate Risk Register 2019-2020

Background Document C: Equality Impact Assessment dated 17th January 2018

20. APPENDICES

Appendix 1: Corporate Plan 2019-2024

Leadership Team Member's Name: **Heather McManus**

Job Title: **Chief Executive**

Report Author:	Telephone:	Date:
Reece Drew – Performance and Projects Officer	01772 625461	18/01/2019