


‘A’ ITEM

	REPORT TO CABINET TO BE HELD ON 15 DECEMBER 2015
	Key Decision Yes Forward Plan Ref No
Corporate Priority All	Cabinet Portfolio Cllr A Holder Jenkinson

REPORT OF THE DIRECTOR (LD) – 15/332

WARDS AFFECTED: ALL

SUBJECT: THE COUNCIL’S CORPORATE PLAN

RECOMMENDATION :

Cabinet is asked to approve the Corporate Plan as set out within Appendix 1, as a draft for further consultation, with the final version to be submitted to Cabinet/ Council for approval in April 2016

REASON FOR RECOMMENDATION:

The Council’s current Corporate Plan covers the period 2011-2016. The Corporate Plan is a key document which sets out a framework and context for the work of the Council over a 5 year period. The current Plan is due to be completed by March 31 2016 and a new plan covering the period 2016 onwards is now required.

HIGHLIGHTED RISKS: Without a Corporate Plan in place, the Council has no strategic framework document which articulates its overall aims and ambitions, and provides a focus for its future activities

1. INTRODUCTION

1.1 The Corporate Plan is the Council’s key strategic planning document, which articulates the Council’s overall aims and ambitions, and also serves to be a focus for setting key targets for the Council.

1.2 The Council's current Corporate Plan was produced in 2011, and covered the period 2011-2016. A new plan is therefore required to cover the period 2016 onwards.

2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

2.1 This Corporate Plan sets out the Corporate Aims for the Council, which align with the aims and priorities in the Sustainable Community Strategy.

3. BACKGROUND AND ISSUES

3.1 The Corporate Plan is a key document and its development should take into account a number of factors including:-

- Issues which have emerged through consultation, including the identification of the priorities of Stakeholders.
- The priorities of residents
- National targets and priorities
- The policies and strategies of the Council
- Changes in legislation

3.2 The Corporate Plan should be focused, and not simply be a description of every activity the Council does.

3.3 Taking these factors into account , together with an assessment of the current Corporate Plan, a number of principles were established with regard to the format and content of the proposed Plan including:

- it should be simple and concise
- it should reflect the priorities of stakeholders and residents
- it should reflect the Council's Policies and Strategies
- the document should be updated annually in terms of the targets for the forthcoming year – this can be done through the development of an Annual Report and Improvement Plan (ARIP)
- progress and outcomes should be monitored through the ARIP and the Council's Corporate Performance Management Framework

3.4 The draft Corporate Plan has been developed take into account the principles outlined above and is attached at **Appendix 1**.

4. CONSULTATION

4.1 Whilst consultation has already been carried out to establish residents' priorities, further consultation on the draft Plan will be undertaken with a wide range of organisations, including North Yorkshire County Council, Parish Councils, partner organisations, and also with local residents who are members of the Council's Residents' Panel. The document will also be made available for consultation via the Council's website.

5. ASSESSMENT

5.1 The current Corporate Plan has an overall Vision of 'to achieve the renaissance of the North Yorkshire Coast by 2020', together with a mission of 'To Be the Best'. There are four corporate aims:

- Safe and Healthy
- Quality Environments
- Prosperous
- Inclusive and Vibrant

Each corporate aim has a number of priorities, including a key priority.

5.2 The current plan also contains five values, including:

- Looking after the wellbeing of the Borough
- Putting customers first
- Treating people fairly
- Valuing colleagues
- Honesty and integrity

5.3 Since 2011 a large number of initiatives, projects and service improvements have been undertaken by the Council to progress the vision articulated in the plan. However, things have moved on during the life of the plan and it is felt that a simpler approach should be adopted. This includes combining the current values with the Council's aims as they largely duplicate the ideas contained within them.

5.4 The revised Corporate Plan is therefore a much more concise document, focused on setting out the key priorities for this Council. These priorities focus on the delivery of improved services for the community, continued progress towards the regeneration of the Borough, and ensuring the internal working of the Council is as effective as possible.

5.5 It is proposed that a heading of 'Towards 2030' be used, with a simple Vision/ Mission Statement of 'Towards a prosperous Borough, with a high quality of life for all'.

5.6 It is proposed that the revised Corporate Plan contains 4 key aims to reflect key priorities of Residents and Stakeholders as defined through the wide range of consultation which has been undertaken.

- **People** – to have a safe, happy, healthy population with people who feel valued and included
- **Place** - to protect and improve our environment, now and for the future
- **Prosperity** – to develop a prosperous and innovative Borough, with a highly skilled and aspirational workforce
- **Council** – to be an efficient and effective council which is financially sustainable for the future.

- 5.7 The aims can articulated as the 4 key words, ie, People, Place, Prosperity and Council, which are easy to remember and provide a focus for the work of the Council.
- 5.8 Targets against each of the aims will be set out in the Council's Annual Report and Improvement Plan (ARIP) which will be monitored and reported to Cabinet on a quarterly basis through the Council's Performance Management Framework.
- 5.9 The design of the Corporate Plan has been developed, using the themes of 'a Plan on a Page' and 'a Plan in your Pocket'. The 'Plan on a Page' will be available through the Council's website, and the 'Plan in your Pocket', will be issued to Members, employees and to members of the public on request.
- 5.10 Cabinet is being asked to approve the attached draft Corporate Plan and for further consultation to be carried out.

6. IMPLICATIONS

a) Policy

- 6.1 The draft Corporate Plan is key to setting out the Council's overall priorities, which ultimately will affect a number of key strategies.

(b) Financial

6.2

- 6.3 There are no direct financial consequences other than the cost of production. However achievement of some of the priorities may require additional investment. In setting the priorities, there has been consideration of the estimated current and future resources that will be available to the Council, so as not to include significant items which may not be affordable.

(c) Legal


- 6.3 There are no specific implications.

(d) Equality and Diversity

- 6.4 An Equalities Impact Assessment will be undertaken as part of the consultation process to identify any issues arising from the Corporate Plan, to ensure that it supports the Council's Equality and Diversity Scheme.
- 6.5 I have considered whether any staffing, planning, crime and disorder, sustainability implications arise from this report and am satisfied that there is no identified implication that will arise from this decision.

7. ACTION PLAN

- 7.1 The next stage of the process is for consultation to be undertaken on the draft Corporate Plan. A final version of the document will be presented to Cabinet and Council in April/May 2016 for final approval.



Lisa Dixon
Director

Author: Petra Jackson, Senior Performance and Governance Officer
Telephone No: 01723 383528
E-mail address: Petra.Jackson@Scarborough.gov.uk

Background Papers:
None

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT PETRA JACKSON ON 01723 383528 e-mail Petra.Jackson@scarborough.gov.uk

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	November 2015	The Council has no strategic framework document in place which articulates its overall aims and ambitions	The Council does not have a clear overall direction and focus	Corporate Plan developed	B2	A2	Senior Performance and Governance Officer	Plan to be approved By Council
1	November 2015	Council's Corporate Plan not aligned strategically with the Sustainable Community Strategy	Service delivery not aligned to community and stakeholder shared priorities. Potential conflict between the Council and its Partners	Revised Corporate Plan has been developed, which is aligned to shared priorities	B2	A2	Senior Performance and Governance Officer	None
2	November 2015	Council's Corporate Plan not aligned to Financial Strategy	Use of resources not in line with priorities, potential for priorities not to be achieved	New Corporate Plan has been developed which is aligned with the Financial Strategy	B2	A2	Senior Performance and Governance Officer	None

Glossary of Terms

Risk	An event which may prevent the Council achieving its objectives
Consequences	The outcome if the risk materialised
Mitigation	The processes and procedures that are in place to reduce the risk
Current Risk Score	The likelihood and impact score with the current mitigation measures in place
Corporate Objectives	An assessment of the Corporate Objectives that are affected by the risk identified.
Target Risk Score	The likelihood and impact score that the Council is aiming to achieve
Service Unit Manager	The Service Unit or Officer responsible for managing the risk
Action Plan	The proposed actions to be implemented in order to reduce the risk to the target score

Risk Scoring

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

Likelihood:

A = Very Low
 B = Not Likely
 C = Likely
 D = Very Likely
 E = Almost Certain

Impact

1 = Low
 2 = Minor
 3 = Medium
 4 = Major
 5 = Disaster