

**REPORT FROM: CHIEF EXECUTIVE**

**TO: POLICY AND RESOURCES COMMITTEE**

**DATE: 26<sup>th</sup> JUNE, 2018**

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## **STRATEGIC PLAN 2018 - 2020**

### **PURPOSE OF REPORT**

To consider the Strategic Plan 2018 - 2020 following its referral back to the Committee by Full Council.

### **RECOMMENDATION**

That Council be recommended to agree the attached Strategic Plan 2018-20.

### **REASON FOR RECOMMENDATION**

To ensure that we retain focus on our priorities and deliver high quality, accessible services.

### **ISSUE**

#### ***Background***

1. The purpose of the Strategic Plan is to provide a strong and clear interpretation of the priorities that have been identified for the Borough whilst also providing a sense of direction to the services that the Council delivers.
2. The Strategic Plan sets out our targets for the future whilst individual service plans identify in more detail how we intend to achieve these targets. The service plans are used by managers as part of the day-to-day management of our services and provide the basis for which the delivery of services is performance managed.
3. The Plan has been discussed with the Leader of the Council in the light of the new Conservative administration's manifesto priorities.

## **Present Position**

4. There will be a fundamental change to how Councils will be funded after 2019/20. The scope of this change is uncertain at the present time due to the Government proposing to undertake a Fair Funding Review of local government.
5. The review will set new baseline funding allocations for local authorities by delivering an up-to-date assessment of their relative needs and resources, using the best available evidence.
6. Due to the uncertainty this poses for Councils we have developed a two year Strategic Plan for 2018 – 2020 rather than the usual three year plan. This involved a light-touch review of the existing Strategic Plan, with a view to start compiling a full new Strategic Plan from approx. September 2019 when we are likely to know more about the funding which will be available to us in the future.
7. The Strategic Plan 2018 - 2020 is attached as Appendix 1. It retains the Councils Vision and details the new supporting Values; illustrates the Strategic Objectives and Headline Actions and Key Priorities which will help to deliver the key projects identified.

## **IMPLICATIONS**

**Policy:** The proposed actions outlined within the Strategic Plan 2018 - 2020 are in line with current Council policy.

**Financial:** There are no direct financial implications arising from the recommendation in this report. Management Team will appreciate, however, that the delivery of the actions set out in the Strategic Plan need to be viewed in the context of the resources available to the Council. The Council is in a period in which funding for local government is under significant pressure and reducing. This is both set out in the Government's Comprehensive Spending Review and the most recent Local Government Finance Settlement and Government projections beyond the current spending review period.

A key theme underlying the Strategic Plan is a need for the Council to ensure that available resources are used efficiently, economically and effectively in the delivery of services. However, even if that is the case, the extent of the change in resources available to the Council may mean some of the actions set out in the plan are not deliverable; prioritisation of resources to key service actions will therefore become more important as the position on resources is confirmed.

**Legal:** None arising directly from this report.

**Risk Management:** There is a risk that the Strategic Plan will not be delivered unless there are clear and realistic service delivery plans in place which, are effectively monitored. The plan together with the Service Plans and the Performance Management Review process demonstrate that the Council has a robust and cohesive planning process to achieve its vision.

Alongside this cohesive planning process is a risk management framework which serves to highlight key risks for the Council and ways in which those risks will be effectively managed. These key risks are recorded in the Council's Strategic Risk Register and are reviewed on a regular basis to ensure that appropriate actions are taken as required.

**Health and Safety:** None arising directly from this report.

**Sustainability:** Priorities in the Strategic Plan include making better use of existing facilities in Pendle and driving economic development and regeneration.

**Community Safety:** This strategy will encourage Community Safety activities and links to the Community Safety Partnership Plan.

**Equality and Diversity:** None arising directly from this report.

**APPENDICES**

Appendix 1 – Strategic Plan 2018 – 2020