



REPORT FROM: CHIEF EXECUTIVE

TO: POLICY AND RESOURCES COMMITTEE

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**STRATEGIC PLAN 2020 – 2023:
ANNUAL REFRESH 2021 - 2022**

PURPOSE OF REPORT

To submit the Strategic Plan 2020 – 2023: Annual Refresh 2021 - 2022 to the Policy and Resources Committee for approval.

RECOMMENDATIONS

That the Policy and Resources Committee recommends the Council to approve the Strategic Plan 2020 – 2023: Annual Refresh 2021 - 2022.

REASONS FOR RECOMMENDATIONS

To ensure that we retain focus on our priorities and deliver good 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.

Present Position

3. Please find attached the updated Strategic Plan 2020 – 2023: Annual Refresh 2021 - 2022 as Appendix 1. It retains the Council's Vision and details the supporting Values; illustrates the Strategic Objectives and Headline Actions and Key Priorities which will help to deliver the key projects identified. It has also been influenced by the Coronavirus emergency and our response to and recovery from the pandemic. This has also been condensed into a quick reference Plan-on-a-Page provided as Appendix 1a.

IMPLICATIONS

Policy: The proposed actions outlined within the Strategic Plan 2020 – 2023: Annual Refresh 2021 - 2022 are in line with current Council policy.

Financial: There are no direct financial implications arising from the recommendation in this report. The Committee should 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 – Draft Strategic Plan 2020 – 2023: Annual Refresh 2021 - 2022

Appendix 1a – Draft Strategic Plan-on-a-Page 2020 – 2023: Annual Refresh 2021 - 2022