

Subject:	Annual light refresh of the Corporate Strategy 2017-21	Status:	For Publication
Report to:	Council	Date:	11 th July 2018
Report of:	HR Manager	Portfolio Holder:	Regulatory Services
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	No	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
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1.	RECOMMENDATION(S)
1.1	That the changes in the annual light refresh of the Council's Corporate Strategy 2017-21 are agreed.
1.2	All future minor amendments to the strategy to be delegated to the Chief Executive in consultation with the Portfolio Holder.

2. PURPOSE OF REPORT

- 2.1 To recommend approval of the changes made in the annual light refresh of the Council's Corporate Strategy 2017-21.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **A clean and green Rossendale:** our priority is to keep Rossendale clean and green for all of Rossendale's residents and visitors, and to take available opportunities to recycle and use energy from renewable sources more efficiently.
 - **A connected and successful Rossendale that welcomes sustainable growth:** our priority is to ensure that we are well connected to our residents, key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.
 - **A proud, healthy and vibrant Rossendale:** our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.

4. RISK ASSESSMENT IMPLICATIONS

- 4.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

There are no specific risk issues for members to consider arising from this report.

Related financial risks for delivering key projects or actions contributing to the Corporate Strategy are detailed in the annual budget report and will continue to be reviewed via the Monthly Financial Monitoring Report and Quarterly Performance Report.

Failure to commit to the light refresh of the Corporate Strategy would mean the Council would not have a current robust business plan and fail to meet the Corporate Priorities.

Service area specific risks will be detailed in the Service Area Business Plans and will be addressed by each Service Area accordingly.

5. BACKGROUND AND OPTIONS

- 5.1 The Corporate Strategy 2017-21 was agreed at Full Council on 12th July 2017, with a request to undertake a periodic annual light refresh review.
- 5.2 The light refresh of the Corporate Strategy has confirmed our existing priorities and strategic focus of Place, Prosperity and People.
- 5.3 The Corporate Objectives and key Measures of Success have been reviewed with a general light refresh of Priority 1 and Priority 3; however greater focus has been given to Priority 2 to reflect the emerging Economic Development of Strategy for Rossendale strategic tasks which have been completed have been removed, no new tasks have been included. Where necessary, the focus and delivery dates of remaining tasks have been altered.
- 5.4 The statistical information presented about the Council has been updated to reflect the environment the Council is currently operating in and highlights the upward trend in the Borough's health and economic profile. Specific project work has been undertaken to contribute to these trends.
- 5.5 Consultation has been undertaken with Management Team on 30th April 2018 and 25th May 2018, Management Team and Managers on 16th May 2018 and Overview and Scrutiny Committee on 18th June 2018.
- 5.6 The proposed refresh of the Corporate Strategy (plan on a page) is attached at Appendix 1.

COMMENTS FROM STATUTORY OFFICERS:

6. SECTION 151 OFFICER

- 6.1 The Council's Corporate Priorities are fundamental to the budget planning process where all the Council's different resources (people, assets, money etc) should align to and be promoting our priorities. Therefore, at a time of diminishing resources and the allocation of those resources it is even more important to identify what activities are and what are not Corporate priorities.

7. MONITORING OFFICER

- 7.1 Legal implications are covered within the body of the report.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

- 8.1 Consultation has been undertaken with management Team, managers, the Leader of the Council, HR and Performance Portfolio Holder and Chair of the Overview and Scrutiny Committee.
- 8.2 This report provides only an update of the Corporate Strategy 2017-21 refresh. It is not determined therefore, the content of this report will not have any adverse or disproportionate impacts under the Council's Equality Policy or associated equality duties, and has not been assessed for equalities impacts.
- 8.3 Each Service Area Business Plan will give consideration to equalities in a relevant and proportionate manner.

9. CONCLUSION

9.1 The Corporate Strategy 2017-21 has been reviewed as part of a periodic annual refresh.

Background Papers	
Document	Place of Inspection
Corporate Strategy 2017-21 light refresh (plan on a page)	Appendix 1

Priority	<p>A clean and green Rossendale This priority is about place. Our priority is to keep Rossendale clean and green, for all Rossendale's residents and visitors to enjoy. We will use our resources wisely and reduce our environmental impact where possible.</p>	<p>A connected, growing and successful Rossendale that welcomes sustainable growth This priority is about prosperity; Our priority is to realise the growth potential of the Rossendale economy, create jobs locally and improve economic opportunity for all. We will ensure that we are well connected to our residents, to our key partners and stakeholders. We want to make the most of every pound we spend and we are always looking for new and innovative ways to make the resources we do have, work harder for us.</p>	<p>A proud, healthy and vibrant Rossendale This priority is about people. Our priority is to ensure that we are creating and maintaining a healthy and vibrant place for people to live and visit.</p>
Corporate Objectives	<p>Clean Work with our communities to enhance our parks, playgrounds, green spaces and countryside, for all to enjoy. Sam Plum</p> <p>Be tough with those who blight our communities with fly-tipping, litter and dog fouling through more enforcement. Phil Morton</p> <p>Work with our partners to improve the quality and cleanliness of the roads in the Borough. Sam Plum</p> <p>Green Reduce waste and increase recycling in the borough. Sam Plum</p> <p>Work with partners on ensuring Rossendale is robustly prepared for civil and environmental disasters. Steve Tomlinson</p>	<p>Connected Invest in our staff to champion our more commercial and digital approach. Clare Law</p> <p>Make it easier for customers to interact with the Council online when it suits them, by making more of our services digital. Andrew Buckle</p> <p>Growing Establish thriving town centres of Rawtenstall, Bacup and Haslingden. Guy Darragh</p> <p>Promote and increase inward investment in Rossendale attracting growth sector businesses. Guy Darragh</p> <p>Create a strong indigenous business base, supporting new and existing businesses. Guy Darragh</p> <p>Develop our visitor economy, Adrenaline Valley brand and cultural offer. Guy Darragh</p> <p>Successful Bridge the MTFS £1m funding gap using an increased commercial, efficient and effective approach to Council services. Phil Seddon</p> <p>Work with partners and community organisations to deliver excellent and innovative customer service. Sam Plum</p>	<p>Proud Celebrating the success of our residents, business and the Council's work through publicity, raising awareness of the great things they do. Clare Law</p> <p>Build strong, resilient communities, creating neighbourhoods where people feel proud and safe to live. Alison Wilkins</p> <p>Healthy Work with partners to help residents improve their health and wellbeing. Sam Plum</p> <p>Protect our more vulnerable residents by working to prevent and relieve homelessness, and providing adaptations to assist people to live independently in their own homes. Mick Coogan</p> <p>Meet the housing needs of the borough by increasing the delivery of affordable homes and reducing the number of empty dwellings across the Borough. Mick Coogan</p> <p>Vibrant Ensuring residents and communities reach their full economic potential; enhanced employment, skills and educational opportunities. Cath Burns</p>
Key Measures of Success	<ul style="list-style-type: none"> - Customer satisfaction with parks and playgrounds - Reduction in enviro-crime incidents - Increase in recycling rate 	<ul style="list-style-type: none"> - Reduction in vacant town centre floor space. - Increase in median workplace earnings (residency based). - Expand the business rate base. - Increase in revenues streams from Council owned commercial stock. - Increase in visitor numbers. 	<ul style="list-style-type: none"> - Reduction in crime levels - Improvement in Rossendale key health indicators - Reduce statutory homelessness acceptances - Increase homelessness preventions and reliefs - Increase new homes, including affordable homes - Reduction in the percentage of benefit claimants.