

COUNCIL

Corporate Plan and Resource Management Framework 2011/14 23 May 2011

Report of Deputy Chief Executive

PURPOSE OF REPORT

To present to Council the draft 2011/14 Corporate Plan and Medium Term Financial Strategy for approval

This report is public

RECOMMENDATIONS OF CABINET

- (1) **That Council approve the Corporate Plan and Medium Term Financial Strategy, which form part of the Policy Framework, and Council note the Medium Term Corporate Property Strategy, Human Resource Strategy and Information and Communications Technology Strategy, which do not. (See Appendix)**

1.0 Introduction

- 1.1 The Corporate Plan brings together the council's strategic priorities and objectives that it wishes to deliver in the medium term. It is not just an annual plan – its content drives the allocation of resources that are included in the council's medium term budgets and capital programme and related services business plans. The Corporate Plan forms part of the Policy Framework, and as such, must be approved by Council.
- 1.2 The Resource Management Framework brings together the Medium Term Financial Strategy (MTFS), the Medium Term Corporate Property Strategy (MTCPS), the Human Resources (HR) Strategy and Information and Communications Technology (ICT) Strategy, and allocates resources against priorities in the Corporate Plan. Therefore, the documents should be read in conjunction with one another. Currently, only the MTFS forms part of the Policy Framework and must be approved by Council.
- 1.3 The documents that form the Policy Framework are listed in Article 4.01 of the Constitution. It is intended that this list will be reviewed by officers over the next few months, and that recommendations will be made as to whether the list should be updated.

1.4 Cabinet has agreed as part of the 2011/12 Budget process the corporate priorities and these have been used to refresh the Corporate Plan for the three year period beginning 2011/12.

1.5 The four draft corporate priorities are set out below and these have been included in a first draft of the Corporate Plan.

- Economic Regeneration – Energy Coast, Visitor Economy and Housing Regeneration
- Climate change – prioritising reducing the Council’s energy costs and increasing income
- Statutory responsibilities – fulfilling at least our minimum statutory duties – focus on keeping the streets clean and safe
- Partnership working and Community Leadership – working with partners to reduce costs, make efficiencies and create resilience within the district.

The intention to protect the most vulnerable in our society will be a thread that runs through all the above priorities.

1.6 The above priorities run through into the Resource Management Framework.

1.7 Council are asked to note that with regard to the wording of the “Vision”, under “Morecambe”, officers changed the wording to read more grammatically correct and inadvertently omitted the word “vital”. Officers also failed to specifically notify Cabinet of this change. The paragraph has, therefore, been amended to reflect the original wording as approved by Council in 2010.

2.0 Proposal Details

2.1 Council are now asked to consider the **attached Appendix** and make any amendments prior to approving the Corporate Plan 2011/2014, and the Medium Term Financial Strategy 2011/2014.

3.0 Options and Options Analysis (including risk assessment)

	Option 1: That Council considers the Corporate Plan and Medium Term Financial Strategy and makes any changes as appropriate	Option 2: That Council determines an alternative course of action to prepare the Corporate Plan and Medium Term Financial Strategy than that recommended in Option 1
Advantages	The Corporate Plan and Medium Term Financial Strategy (which is included in the Resource Management Framework) set the strategic	None

	direction for council services and the necessary framework for performance management.	
Disadvantages	None	There would be no strategic framework set in time for Council to implement its budgets.
Risks	<p>Objectives and funding may change throughout the year following Government initiatives. However, this will be managed through the Planning and Policy Framework.</p> <p>The Budget has been approved in line with the priorities set out in the Corporate Plan and any alterations, amendments or actions added may have budget implications which would need to be considered.</p>	There could be insufficient strategic direction for officers to implement members' priorities.

4.0 Conclusion

- 4.1 The Corporate Plan and Resource Management Framework are the cornerstones of the Council's Policy Framework and effectively link the Council's service delivery aspirations to its spending plans included in the budget and capital programme. It is essential that the council agrees its Corporate Plan and Medium Term Financial Strategy in good time to provide a clear framework for officers to work within.

RELATIONSHIP TO POLICY FRAMEWORK

The Corporate Plan and Resource Management Framework are the cornerstones of the council's Policy Framework and outline its service delivery priorities and objectives for the next three years.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None arising direct from this report

LEGAL IMPLICATIONS

There are no legal implications arising directly from the report.

FINANCIAL IMPLICATIONS

The Corporate Plan brings together all the Council's key priorities and objectives and its content drives the allocation of the resources that are included in the Revenue Budget and Capital Programme together with Service Business Plans over the next 3 years.

As such the current and future years' budgets have been built around the Corporate Plan's draft Corporate Priorities but as outlined within the MTFs, at present there is an imbalance beyond 2012. Current plans and methods of service delivery are unaffordable over the medium term and the Corporate Plan, Resource Management Framework and Service Plans set out the ways in which savings will be made, e.g. through efficiency changes, invest to save initiatives, income generation and lastly service reductions. A savings requirement of around £1M is currently estimated for 2012/13, with an additional £600K (on top of the £1M) required in 2013/14.

Any significant changes to the Council's priorities and plans may have further financial implications. In the event that any changes are made to the draft priorities, the implications will be reviewed and reported back to members.

OTHER RESOURCE IMPLICATIONS

Human Resources:

The HR Manager has been involved in the preparation of the HR Strategy

Information Services:

The Applications Manager has been involved in the preparation of the ITC Strategy

Property:

The Head of Property Services has prepared the revision of the Medium Term Corporate Property Strategy

Open Spaces:

None

SECTION 151 OFFICER'S COMMENTS

The s151 Officer is responsible for leading the development of the MTFs and the annual budgeting process to ensure financial balance. This includes developing and maintaining an effective resource allocation model to deliver business priorities.

The s151 Officer has therefore produced the draft MTFs for Members' consideration in line with her responsibilities.

Care needs to be taken in establishing and communicating the term 'resource framework', to ensure that it does not confuse the budget process – this being the method by which financial resources will be allocated to particular priorities and service activities, taking account of HR, property and other resource considerations. Whilst there are always improvements possible, generally the budget process has worked well over the last couple of years. Proposals for the 2012/13 budget process will be considered in the new municipal year, alongside corporate planning proposals and any updates to the policy framework.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

None

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