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Development of the Corporate and Financial Strategies 2018/19 to 2021/2022

Purpose

The purpose of this paper is to seek guidance from the Cabinet on how it wishes to develop the Corporate and Financial Strategies for the council for the period 2018/19 through to 2021/22. It sets out some broad suggestions for how the Management Team could support the development of these key work streams. It seeks the views of Cabinet on the appropriateness of the approach and requests guidance on the suggestions and any additional measures it requires.

Timeline

In developing the timeline for the work, the assumption is that the key date to be worked towards will be the Full Council budget meeting that is currently set for the 8th February 2018. The Cabinet meeting preceding this, for final decision, will be the 18th January 2018. Publication dates for Cabinet papers will mean that an agreed position to enable report drafting will need to be established prior to the Christmas break.

In order to allow for an effective period of consultation on any draft budget options and the new Corporate Strategy, the key cabinet meeting is likely to be 9th November 2016.

Publication dates means that the Cabinet and Management Team have, in-effect, a period from now until mid-October to undertake the development work.

We are currently focussed on the July Cabinet meeting to set out the programme for the re-opening of Libraries and progressing the Cabinet's budget amendment for the current year.

We therefore have an effective four months period from now until mid-October to develop the work.

Approach to the development of the strategies

It is suggested that Cabinet, Lead Members and Management Team meet for a programme of two development sessions each month (approx. 2-3 hours per session). This would provide for a total of 8 development sessions

It is proposed that we agree a list of key issues to be addressed as part of this programme. Some suggested topics are set out below and Cabinet's guidance is sought on the appropriateness of these and additions / substitutions are requested.

It is also suggested that Informal Cabinet needs to make provision within this period to consider their political priorities, in relation to the key issues, to enable Management Team to effectively support the delivery of the political priorities of the administration.

If the following approach is accepted, Cabinet are asked to advise on the order in which they would wish issues to be programmed.

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The proposed approach would be:

- Management Team to brief on the key issues, allowing time for discussion and an initial steer to be given to the Management Team on the Cabinet's approach.
- Following the session, informal Cabinet to allow time for the political priorities to be determined in respect to the key issues, and fed back to Management Team at a subsequent development session.
- Management Team to prepare draft policy positions / budget options in conjunction with individual Cabinet Members and Lead Members, following the session, for final consideration and sign off by Informal Cabinet.

Suggested Key Issues

It is recommended that the first session needs to address the most pressing issue facing the council, namely the financial position, in order that the Cabinet and Lead Members can be fully briefed and can subsequently frame their development work within a clear financial context.

Other than this initial briefing, guidance is sought on the following suggested topics and the order in which Cabinet would like these or alternative / additional topics to be programmed for discussion.

- Approach to the development of budget options.
- The approach to statutory / non-statutory service delivery.
- The financial resource base of the council and lobbying strategy.
- The council's approach to health and social care integration.
- The Lancashire and South Cumbria STP and the council's approach to the 5 local health economies.
- The business and operating model of the council; the approach to in-house or externalised services, the approach to partnership working and joint service delivery.
- The approach to public service integration / local government reorganisation / devolution and Combine Authority / Economic Development & LEP.
- The approach to the PWC report and any next steps.
- The approach to service delivery and resource allocation; the Marmot Principles, Health and Wellbeing.
(link to Marmot: <http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review>)
- The approach to addressing Adults and Children's Social Care demand pressures.
- Review of the council's property strategy
- Planning for waste management services in 2025
- Review of the capital programme

Next Steps

- To consider Cabinet's feedback on the approach and to establish the diary of development meetings.