

REPORT TO	DATE OF MEETING
Scrutiny Committee	8 December 2015

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SUBJECT	PORTFOLIO	AUTHOR	ITEM
Corporate Plan, Medium Term Financial Strategy and Risk Register for 2016/2017	Leader of the Council	Darren Cranshaw	

SUMMARY AND LINK TO CORPORATE PRIORITIES

On an annual basis the Council reviews and re-freshes its Corporate Plan as part of the performance management framework to identify the key issues that will help us to achieve our vision and priorities for South Ribble.

The Corporate Plan drives the Council’s medium term financial strategy, budget and ultimately in setting council tax. An important element of the process is to ensure that corporate risks are identified and mitigated. The Scrutiny Committee is asked to consider what the key issues are in this process.

This item links to the Council’s current vision and all its priorities.

RECOMMENDATIONS

The Scrutiny Committee is asked to consider the key issues it would like to see included in the corporate plan for 2016/2017, medium term financial strategy and risk register.

DETAILS AND REASONING

As mentioned earlier, each year the Council reviews and re-freshes its Corporate Plan as part of the performance management framework to identify the key issues that will help us to achieve our vision and priorities for South Ribble. This enables the Council to concentrate on the key issues that matter to our residents, councillors and local communities.

Our Corporate Plan is the over-arching document that drives our medium term financial strategy, budget and in setting council tax. Risk is also a key element so that we are able to meet the challenges facing us and to keep performance and key processes on track. A corporate risk register and actions plan is therefore produced.

A copy of the current year’s corporate plan is included at Appendix 1 and a copy of the current risk register at Appendix 2.

Informal discussions have started to take place with Cabinet Members and Senior Management Team on the key issues for next year’s Corporate Plan, medium term financial strategy and risk register for next year. These discussions are against a

backdrop of further efficiencies needing to be made to narrow the continued anticipated budget gap facing the Council and wider public sector.

To help these discussions and the preparatory work currently taking place, the Scrutiny Committee is asked to consider and comment on the key issues it would like to see in next year's Corporate Plan, medium term financial strategy and risk register.

The Scrutiny Committee is asked to consider the following questions as part of their deliberations:

- ▶ Are the Corporate Objectives still relevant and current?
- ▶ What key actions should there be in 2016/2017?
- ▶ What key measures of success should there be in 2016/2017?
- ▶ How can efficiencies be made in 2016/2017 and beyond?
- ▶ Are there any new ways of working or changes that would help to improve services and generate efficiencies?
- ▶ Are there any new risks that should be included in the risk register?
- ▶ What is the role of the Scrutiny Committee in monitoring performance on the Corporate Plan, medium term financial strategy and risk register?

The Scrutiny Committee's comments will be considered by Cabinet Members and Senior Management Team in preparing a draft Corporate Plan for consideration of the Cabinet on 10 February 2016 and full Council on 2 March 2016.

WIDER IMPLICATIONS

In the preparation of this report, consideration has been given to the impact of its proposals in all the areas listed below, and the table shows any implications in respect of each of these.

FINANCIAL	None as a direct result of this report, but the Scrutiny Committee's comments will be used to inform the medium term financial strategy, budget and council tax setting going forward.
LEGAL	None as a result of this report.
RISK	This report asks the Scrutiny Committee to consider this year's risk register and suggest any risks for next year. A high-level risk assessment will be carried out when the Corporate Plan is drafted and as part of the risk and project management frameworks appropriate risk assessments will be carried out on individual corporate plan actions/projects once it is agreed.

THE IMPACT ON EQUALITY	Equality, diversity and community cohesion will be considered as the Corporate Plan is drafted and full equality impact will be carried out on the Corporate Plan, medium term financial strategy and risk register. It is a statutory requirement for the Council set annual equality objectives.
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OTHER (see below)	
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<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

BACKGROUND DOCUMENTS

Performance Management Framework

Corporate Plan 2015-2016

Our Priorities	Clean, Green and Safe	Strong South Ribble in the heart of a prosperous Central Lancashire	Strong and Healthy Communities	Efficient, effective and exceptional council
Our Objectives	<ol style="list-style-type: none"> Promote and maintain high quality public space and environments across the borough through effective and efficient services, education, enforcement, community involvement and working with partners, in particular the county council. Work with communities in enhancing and promoting sustainability. Work with communities and partners to ensure that South Ribble remains a safe place, by tackling crime, anti social behaviour and fear of crime. 	<ol style="list-style-type: none"> Work on a Central Lancashire footprint to ensure that growth is managed in a way which benefits local communities and maintains the identity of South Ribble. Work with partners to drive forward regeneration and improvement programmes Improve the quality and standard of housing and property, in line with local needs. 	<ol style="list-style-type: none"> Work with partners on the public health agenda. Promote stronger, confident and more active communities throughout the borough, through effective community involvement and development. 	<ol style="list-style-type: none"> Deliver value for money in all aspects of the council's work, through challenging processes, supporting our employees and delivering exceptional customer service. Work within a sustainable and robust Medium Term Financial Strategy. Continue to develop a high quality, motivated and flexible workforce. Deliver and manage the Welfare Reform Agenda whilst protecting front line service delivery
Our Key Actions	<ol style="list-style-type: none"> Continue to seek opportunities to improve parks and open spaces across the borough. Work to enhance Worden Park as a local asset and visitor attraction. Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy. Complete the delivery of the waste procurement project plan as part of re-tendering the service and ensure an effective transition and mobilisation for the new waste partner. Further develop our approach to neighbourhood working, including zero tolerance of dog fouling, litter and fly tipping. Through the Safer Chorley and South Ribble Partnership, work to tackle crime, fear of crime and promote public confidence. 	<ol style="list-style-type: none"> Support development of the Cuerden Strategic Site. Develop a range of town and village centre environmental schemes. Work with neighbours to develop opportunities for economic regeneration. Work with partners to agree priorities and secure investment in housing. Work with our communities to deliver a joined up and long term approach to planning and development. Produce and consult upon the Central Park Masterplan. Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough. Work with LCC and providers to improve the local transport infrastructure. 	<ol style="list-style-type: none"> Empower Members to fulfil their role as community leaders. Implement My Neighbourhood action plans. Work with partners to offer the best possible opportunities to South Ribble's children and young people. Work with GPs and other partners, including Lancashire County Council Public Health on local health and wellbeing needs. Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities. 	<ol style="list-style-type: none"> Seek to continually improve, ensuring that council services are fit for purpose and customer focused. Effectively manage change and organisational development to sustain a flexible workforce. Establish opportunities to develop effective collaborative working with partners. Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services. Manage the transition from Housing Benefit to Universal Credit and the transfer of the fraud service to Single Fraud Investigation Service
Our Success Measures 2015/16	<ol style="list-style-type: none"> 75% of residents satisfied with the cleanliness of the borough 80% of residents satisfied with the waste and recycling collection service 48% of household waste sent for reuse, recycling and composting 80% of residents satisfied with parks, playgrounds and open spaces 90% of residents with confidence in South Ribble being a safe place to live 	<ol style="list-style-type: none"> Support the retail economy of Hough Lane: <ul style="list-style-type: none"> - 100% occupancy: Leyland Market - 90% occupancy: town centre retail units 4 town and village schemes started or planned. 520 businesses assisted by the Council 35 affordable homes delivered subject to planning permission No one stays in Bed & Breakfast accommodation longer than six-weeks at any point in time. Number of long-term empty properties brought back into use (number to be determined) 	<ol style="list-style-type: none"> 80% of members satisfied with development opportunities. 90% of residents satisfied overall with the local area as a place to live 60% of residents satisfied with sports and leisure facilities Delivery of a coaching programme to 1000 children in primary schools. No premises will be less than 3 stars in the National Food Hygiene Rating Scheme. 	<ol style="list-style-type: none"> 70% of residents satisfied with the Council External assessment: <ul style="list-style-type: none"> - Customer Service Excellence - Investors in People Council Tax <ul style="list-style-type: none"> - 98% in year collection rate - increase kept below inflation £500,000 total savings made, as agreed as part of the budget / financial strategy. 95% of customers satisfied with Gateway 90% staff satisfied with the Council as an employer

CORPORATE RISK REGISTER 2015/16

The Corporate Risk Register (CRR) is the most important component of the Council's Risk Management Framework and a key element of the overall Performance Framework. It is the vehicle by which the Council aims to identify and address any potential risks to the achievement of its strategic objectives and goals. It complements the Corporate Plan and assists in managing its ongoing delivery.

The Council does not operate in a vacuum and as such the risks and opportunities it faces continuously change. Senior Management Team has therefore re-assessed the key corporate risks for 2015/16 to reflect changes in the risk landscape and the revised CRR is contained in the table below and the changes are summarised as follows:

The risk ratings of 5 risks have been reduced to reflect a range of mitigating actions that have occurred as follows:

(1) Deliver the Benefits from City Deal in Conjunction with Partners

The delivery of the strategic highway and community infrastructure as outlined in the Infrastructure Delivery Plan 2014/2015 is progressing well.

Highway improvements along the A582 at Chain House Lane are complete and nearing completion at Golden Way.

Planning applications for housing sites are coming through and building has started on some sites.

(2) Managing the Efficiency Agenda to Address Reductions in Funding

The way in which the Council has achieved over £3.3M in efficiencies over the last four years to meet the reducing grant settlement from the Government and public sector austerity measures demonstrates our response to public sector challenges.

Business Transformation reviews have been undertaken within Caretaking, Licensing and Benefits resulting in revised staffing structures and achieving efficiencies of £303,000 to date (full-year forecast £450,000)

(3) Responding to Other Public Sector Policy Changes

Empowering Members through the My Neighbourhoods approach has embedded community leadership into the work of the Council and has ensured we have exceeded the requirements of the Localism Act.

Encouraging economic growth has led to the City Deal being signed with the Government and partner organisations.

The development of partnership arrangements with the Clinical Commissioning Groups and new NHS structures has ensured we work closely to improve health inequalities and deliver key aspects of the Council's corporate plan.

The Council has also responded locally to other national Government changes such as welfare reform, national planning policy framework and crime and disorder.

(4) Arranging the New Waste Collection Service Contract

A Members Waste Group has been established to oversee the tendering process and implementation of the new waste contract. This is supported by an officer project team working to a project plan which is reviewed and refreshed on a regular basis. The tendering process is expected to achieve an outcome which will be within budget and not require any significant change to service levels.

(9) Delivering Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies

The Council as part of the Lancashire Waste Partnership continues to maintain high levels of recycling and waste to landfill has reduced for 9 consecutive years.

The Safer Chorley and South Ribble Partnership has achieved significant reductions in crime during the previous 5 years. Successful multi agency and partnership working continues to have a positive impact on the borough.

The Preston, South Ribble and Lancashire City Deal is progressing. Highway improvements are ongoing, planning applications for housing sites are coming through and building has started on some sites.

One new risk has been identified and added to the CRR in view of its potential strategic impact on the Council:

(10) Expiry of the Waste Cost Sharing Agreement

LCC has indicated that the existing cost sharing agreement will not be renewed when it expires at the end of 2017/18. This leaves the Council with the potential for a significant loss of income should an alternative form of funding not be established.

The remaining risk ratings in the CRR for 2014/15 have been retained for 2015/16 in spite of significant progress to deliver the key actions in the Corporate Plan which mitigate them.

Corporate Risk Register 2015/16

	Risks & Opportunities	Risk Rating 2014/15	Corporate Plan Actions 2015/16	Lead Officer	Risk Rating 2015/16
1	Deliver the benefits from City Deal in conjunction with partners	16	Work with partners to deliver the agreed Preston, South Ribble, Lancashire City Deal, including promoting and marketing the Borough (13)	DODEC	12
			Work with our communities to deliver a joined up and long term approach to planning and development (11)	DODEC	
2	Manage the Efficiency Agenda to Address Reductions in Funding	12	Explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services (23)	HOSFS	9
			Seek to continually improve, ensuring that council services are fit for purpose and customer focused (20)	DOCGBT	
			Effectively manage change and organisational development to sustain a flexible workforce (21)	HOHRPR	
			See also Corporate Plan actions (3) (9) (19) (22)	MISC	
3	Respond to Other Public Sector Policy Changes	12	Empower Members to fulfil their role as community leaders (15)	HOHRPR	9
			See also Corporate Plan actions (7) (9) (10) (18) (22) (23) (16)	MISC	
4	New Waste Collection Service Contract	12	Complete the delivery of the waste procurement project plan as part of retendering the service and ensure an effective transition and mobilisation for the new waste partner (4)	DNEHA	4
5	Continue to Ensure the Delivery of Affordable Housing	9	Work with partners to agree priorities and secure investment in housing (10)	DODEC	9
			See also Corporate Plan actions (9) (11)	MISC	

	Risks & Opportunities	Risk Rating 2014/15	Corporate Plan Actions 2015/16	Lead Officer	Risk Rating 2015/16
6	Deliver Regeneration of Leyland and the South Ribble Area	9	Continue to seek opportunities to improve parks and open spaces across the borough (1)	DNEHA	9
			Work to enhance Worden Park as a local asset and visitor attraction (2)	DNEHA	
			Support development of the Cuerden Strategic Site (7)	DODEC	
			Develop a range of town and village centre schemes environmental schemes (8)	DODEC	
			Implement My Neighbourhoods Action Plans (16)	DODEC	
			Produce and consult upon the Central Park master plan (12)	DODEC	
7	Support the Economic Recovery	9	Work with neighbours to develop opportunities for economic regeneration (9)	DODEC	9
8	Collaborate with the LCC Public Health Service to deliver Health & Well-Being Opportunities	9	Work with GP's and other partners, including Lancashire County Council Public Health, on local health and wellbeing needs (18)	DNEHA	9
9	Deliver Meaningful Outcomes from Key Partnerships and Collaborative Working with Neighbouring Authorities / Other Agencies	8	Through the Safer Chorley and South Ribble Partnership work to tackle crime, fear of crime and promote public confidence (6)	DNEHA	4
			Work with partners to offer the best possible opportunities to South Ribble's children and young people (17)	DNEHA	
			Work with the South Ribble Community Leisure Trust to offer high quality, accessible sports and leisure activities (19)	DODEC	
			Establish opportunities to develop effective collaborative working with partners (22)	CEO	
			See also Corporate Plan action (3)	MISC	

	Risks & Opportunities	Risk Rating 2014/15	Corporate Plan Actions 2015/16	Lead Officer	Risk Rating 2015/16
10	Expiry of the Waste Cost Sharing Agreement	N/A	Maximise recycling and reduce the amount of waste going to landfill, in line with our commitment to the Lancashire Waste Strategy (3) See also Corporate Plan actions (4) (19) (22)	DNEHA MISC	12

Risk Ratings

Likelihood	Rarely	Unlikely	Likely	Highly Likely
Impact	1	2	3	4
Major	4	Low	Medium	High
Serious	3	Low	Medium	High
Minor	2	Low	Medium	Medium
Insignificant	1	Low	Low	Low

THE RISK MATRIX			
4	8	12	16
3	6	9	12
2	4	6	8
1	2	3	4

Likelihood of Occurrence	Score
Definition Almost certain (there is little doubt that the event will occur)	4
Likely (there is a strong possibility that the event will occur or there is history of regular occurrence within the Council)	3
Unlikely (there is a possibility that the event will occur or there is history of occasional occurrence within the Council)	2
Rarely (there is a slight possibility that the event will occur)	1

Lead Officer

CEO	Chief Executive
DOCGBT	Director of Corporate Governance & Business Transformation
DODEC	Director of Development, Enterprise & Communities
DNEHA	Director of Neighbourhoods, Environmental Health & Assets
HOSFS	Head of Shared Financial Services
HOSAS	Head of Shared Assurance Services
HOHRPR	Head of Human Resources & Public Relations