

## **SPECIAL COUNCIL**

**TUESDAY, 22ND NOVEMBER 2016, 6.30 PM  
COUNCIL CHAMBER, TOWN HALL, CHORLEY**

I am now able to enclose, for consideration at the above meeting of the Council, the following report that was unavailable when the agenda was published.

<b>Agenda No</b>	<b>Item</b>	
------------------	-------------	--

<b>7</b>	<b>ALTERNATIVE CORPORATE STRATEGY</b>	
----------	---------------------------------------	--

		(Pages 190 - 201)
--	--	----------------------

	To consider the attached report of the Conservative Group.	
--	--	--

GARY HALL  
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Council

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or [chorley.gov.uk](http://chorley.gov.uk)

This page is intentionally left blank



Report of	Meeting	Date
Leader of the Conservative Group / Deputy Leader of the Conservative Group	Policy Council	22/11/2016

## **CORPORATE STRATEGY DEVELOPMENT 2016**

### **PURPOSE OF REPORT**

1. To present the Conservative Group's proposed Corporate Strategy alongside background information about how the Vision, Priorities and Objectives were developed.

<b>Confidential report</b> Please bold as appropriate	Yes	No
--	-----	----

### **BACKGROUND**

2. In readiness for the annual Policy Council meeting in November, the Conservative Group has undertaken work to identify their key priorities for the Borough and develop an alternative Corporate Strategy that can be used in debating the refresh of the Corporate Strategy and budget.
3. The discussions have been based on information and analysis within a big issues briefing note and a series of meetings with both shadow cabinet members and members of the wider group.
4. The strategy aims to add to the debate in the development and approval of the organisation's Corporate Strategy for 2016/17 to 2018/19 and the budget for 2017/18.

### **DEVELOPING THE STRATEGY**

5. The development of the Conservative Group's Corporate Strategy has been based on a 'Big Issues' briefing note, which presented intelligence and analysis of the position of the organisation and borough in terms of demographic change, population health information and resident satisfaction. In addition, it included information about the resourcing of the organisation and current performance.
6. The vision and priorities remain the same as presented last year; however new objectives have been included to reflect Lancashire County Council budget proposals and also to promote the development of Chorley as a market town with strong independent retail offer. The projects have been reviewed with a number of new projects added and projects proposed last year updated in terms of their scope to reflect the current position.

**PROPOSED CORPORATE STRATEGY**

7. The Corporate Strategy proposed by the Conservative Group is attached as Appendix A. The strategy's vision, values, strategic priorities and objectives are set out below.
8. The strategy sets the vision 'To make Chorley Borough a healthy and prosperous place to live, work and play'.
9. The vision is underpinned by core values, which the organisation would use in approaching all its work. The values are:
  - Openness and transparency
  - Health and wellbeing
  - Value for money
10. Four strategic priorities and associated objectives then support the vision, and will guide the organisation in delivering the strategy. They are:

Priority 1: Providing quality community services and facilities	
Objectives	a. Improve the delivery of services that meet the needs of residents b. Provide services and facilities that promote health and wellbeing c. Support and encourage resident participation and ownership in local projects d. Provide support to community groups and volunteers to ensure continuity/sustainability
Priority 2: Providing opportunities for all Chorley residents	
Objectives	a. Provide equality of quality of access to housing, employment and education b. Treat all residents of the Borough equally c. Consult all age groups in the future shaping the borough d. Mitigate the impact of county wide cuts for Chorley residents
Priority 3: Develop the Chorley borough's economy	
Objectives	a. Develop a Chorley wide identity b. Create a positive environment for business c. Provide support to Chorley businesses to create and sustain local jobs d. Focus town centre development on Chorley's markets and independent retailers
Priority 4: Continually improve the efficiency of the Council	
Objectives	a. Maximise the use of time and money b. Drive value for money and success throughout the Council c. Reduce the debt of the Council d. Encourage private enterprise investment e. Minimise the amount Chorley residents spend on Council Tax

**PROJECTS**

11. The strategy will be delivered through a series of projects over the period of the strategy. An overview of the proposed projects is included at Appendix B.

**IMPLICATIONS OF REPORT**

12. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	✓
No significant implications in this area		Policy and Communications	

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

13. Many of the projects identified within the Corporate Strategy have in place resources that have already been agreed by Council, or can be delivered within existing budgets. Any additional requirements will be addressed during the 2017/18 budget process.

**COMMENTS OF THE MONITORING OFFICER**

14. No comments.

**COMMENTS OF THE DIRECTOR (POLICY AND GOVERNANCE)**

15. An integrated impact assessment has been undertaken on the overall strategy and individual impact assessments will be completed for each key project. Those assessments will identify if any mitigating action is needed to support the Council in achieving its obligations under the Equality Act.

CLLR PAUL LEADBETTER  
LEADER OF THE CONSERVATIVE GROUP

CLLR GREG MORGAN  
DEPUTY LEADER OF THE CONSERVATIVE GROUP

There are no background papers to this report.

This page is intentionally left blank

**Our vision is to make Chorley Borough a healthy and prosperous place to live, work and play**

**Our core values are:**

**Openness and Transparency**

**Health and Wellbeing**

**Value for Money**

**We will improve the quality of life throughout Chorley Borough through commitment to:**

Priorities	Provide quality community services and facilities	Providing opportunities for all Chorley residents	Develop the Chorley Borough's Economy	Continually improve the efficiency of the council
Objectives	<ul style="list-style-type: none"> <li>• Improve the delivery of services that meet the needs of residents</li> <li>• Provide services and facilities that promote health and wellbeing</li> <li>• Support and encourage resident participation and ownership in local projects</li> <li>• Provide support to community groups and volunteers to ensure continuity/ sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Provide equality of access to housing, employment and education</li> <li>• Treat all residents of the borough equally</li> <li>• Consult all age groups in the future shaping of the borough</li> <li>• Mitigate the impact of county wide cuts for Chorley residents</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Chorley wide identity</li> <li>• Create a positive environment for business</li> <li>• Provide support to Chorley businesses to create and sustain local jobs</li> <li>• Focus town centre development on Chorley's markets and independent retailers</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise the use of time and money</li> <li>• Drive value for money and success throughout the Council</li> <li>• Reduce the debt of the Council</li> <li>• Encourage private enterprise investment</li> <li>• Minimise the amount Chorley residents spend on Council Tax</li> </ul>
Projects	<ul style="list-style-type: none"> <li>• Promote and support community food growing</li> <li>• Working together to improve local communities</li> <li>• Support Parish Councils/ neighbourhood areas</li> <li>• Embed time credits into community groups</li> <li>• Promote and encourage community management of facilities</li> <li>• Deliver the Friday Street health centre</li> <li>• Deliver the Extra Care Facility</li> </ul>	<ul style="list-style-type: none"> <li>• Estate adoption</li> <li>• Develop a rural enterprise team</li> <li>• Develop policies to ensure community facilities match housing developments</li> <li>• Work with partners to deliver affordable public transport across the borough</li> <li>• Assess the impact of LCC budget proposals and develop an action plan for Chorley</li> <li>• Equalise investment across the borough</li> </ul>	<ul style="list-style-type: none"> <li>• Create more high paid jobs in Chorley</li> <li>• Support Local Businesses and revitalise rural service centres</li> <li>• Build Chorley's USP as a market town with strong and varied independent retail offer</li> </ul>	<ul style="list-style-type: none"> <li>• Increase productivity across all Council services</li> <li>• Establish a consultancy business for front and back office support and improvement</li> <li>• Undertake a comprehensive review of all council services/shared services</li> <li>• Implement a staff suggestion scheme</li> </ul>

***We will provide what the people of Chorley Borough value at a time and place they want it to the standards they expect at a cost they can afford***

This page is intentionally left blank



**APPENDIX B – PROJECT OVERVIEWS**

<b>Provide Quality Community Services and Facilities</b>		
<b>1</b>	<b>Promote and support community food growing</b>	<p>Schemes across the UK have demonstrated the health and wellbeing value of community food growing, not only through healthier eating and reducing food waste but also in cases of mental health and dementia, vulnerable young people and social isolation.</p> <p>This project would work with parish councils, RSLs, Groundwork and local communities to develop community food growing schemes to promote health and wellbeing.</p> <p>Food growing schemes could also be supported through time credits and a communications campaign. Benefits could potentially include: Promotion of healthier lifestyles (people are more active and aware of healthy food); Promotion of inter-generational activities; community cohesion</p>
<b>2</b>	<b>Working together to improve local communities</b>	<p>The aim of this project is to engage with partner agencies, such as Police, Fire Rescue, Parish Council's, LCC, Health and housing providers as well as local community groups to develop plans for areas of the borough.</p> <p>The project will look at identifying what actions partners, and local community groups, need to undertake to improve the quality of life, health and wellbeing for people in the neighbourhood areas and any benefits that may be realised through integration of services.</p> <p>This will involve developing short term and long term plans for local area, through identifying gaps, looking at what work can be undertaken to fill the gaps, and exploring how we can better co-ordinate and/or collate their individual plans in order to collectively deliver better results for residents in their local areas.</p> <p>Local community groups will be encouraged and supported to work with agencies to decide what happens in their local area and develop pride and ownership in the delivery of any actions developing a more sustainable approach to neighbourhood working.</p>
<b>3</b>	<b>Support Parish Councils / Neighbourhood areas</b>	<p>Recognising and maximising the role that Parish Councils, and local community groups in non-parished areas, do and could further play in improving the local area.</p> <p>This may include providing support to build capacity as well as providing clearer links from the Council's website to Parish Councils and local community groups. This has a close link with the project to work together to improve local communities.</p>
<b>4</b>	<b>Embed time credits into community groups</b>	<p>This project would embed the existing time credits programme into community groups to ensure its ongoing sustainability, increase awareness, and further encourage volunteering.</p>

<b>5</b>	<b>Promote and encourage community management of facilities</b>	<p>This project is based on previous projects to transfer community centres into community management, but it aims to expand and develop the principles to other assets such as play areas and open spaces.</p> <p>It aims to develop greater feeling of ownership and pride in the local community, and offer a more cost-effective method for managing assets.</p>
<b>6</b>	<b>Deliver the Friday Street Health Centre</b>	Using the capital budget provision already set aside, work with partners to finalise and deliver the Friday Street health centre.
<b>7</b>	<b>Deliver the Extra Care Facility</b>	Progress the facility through to completion

Potential Measures:

- % people satisfied with their neighbourhood as a place to live
- % of people who regularly participate in volunteering
- No. of volunteering hours earned
- No. of new volunteers recruited
- No. of community groups engaged in time credits
- Number of services/facilities in community management
- % increase in services/facilities managed by local communities
- The number of communities who have expressed an interest in managing local services/facilities.

**Providing Opportunity for all Chorley Residents**

<b>1</b>	<b>Estate adoption</b>	To improve the process of the adoption of estates, following the completion of new housing developments. While this matter has been the subject of an Overview and Scrutiny task group in 2012, the slow adoption of estates remains an issue. This project would seek to successfully complete any remaining O&S recommendations and identify and implement any further actions which could help to speed up and improve this process.
<b>2</b>	<b>Develop a rural enterprise team</b>	<p>Develop a service which provides tailored support and advice to businesses and individuals in rural communities.</p> <p>In addition, this would include establishing a rural team, similar to the 'town team' engaging rural businesses and parish councils.</p> <p>The third element involves supporting businesses and individuals to access funding through, such as, the Rural Development Programme for England (RDPE) and establishing a grants package to support business to access the RDPE funding (match funding).</p>
<b>3</b>	<b>Develop policies that ensure community facilities match housing developments</b>	Undertake a review of policies to ensure that housing developments in an area do not overwhelm local services. Carry out integrated impact assessments for all new housing developments and where appropriate commission full public health impact assessments.

4	<b>Work with partners to deliver affordable and quality public transport across the borough</b>	<p>Work with Lancashire County Council and providers to ensure that all communities across the borough are served with a public transport service that is useful and affordable.</p> <p>In particular the aim would be to support people in outlying areas who may be isolated or lack access to transport to access services or visit people/places in the borough. This may be delivered through working with Central Lancashire dial-a-ride and expanding/developing their existing service provision to Chorley through mini bus and car share schemes.</p>
5	<b>Assess the impact of Lancashire County Council budget proposals and develop an action plan for Chorley</b>	<p>Lancashire County Council has outlined proposals for how they intend to meet their projected budget gap of £241 million by 2017/18. These proposals set out cuts to a range of county services with the potential for significant negative impact on residents of Chorley.</p> <p>This project will dedicate resource to undertaking a detailed assessment of the impact of Lancashire County Council proposals on local communities in Chorley. Based on this assessment, a plan will be developed outlining actions to mitigate the impact as part of a coordinated approach to strategic planning and budget setting.</p>
6	<b>Equalise investment across the borough</b>	<p>Investment is needed in all parts of the borough, if it is to transform and grow.</p> <p>This project would review investment across the borough with the aim of equalising investment on a per capita basis, accepting that there would be some weighting towards the Town Centre and the rural service areas.</p>

Potential measures:

- Number of rural businesses intensively advised
- Number/value of grants provided to rural businesses
- Amount of match funding accessed by rural businesses
- % of housing developments with impact assessments
- % of impact assessment actions completed
- % of rural bus routes retained

<b>Develop Chorley Borough's Economy</b>		
<b>1</b>	<b>Create more high paid jobs in Chorley</b>	<p>Whilst Chorley has good employment and education levels, many Chorley residents have to travel outside of the borough to find jobs which are better paid than those available in Chorley.</p> <p>This project will aim to specifically focus on attracting business to Chorley which can offer better paid jobs for local residents and opportunities for young people to progress into a professional career, for example in high tech or health sectors. This could be delivered through:</p> <ul style="list-style-type: none"> <li>• Working with UCLAN, local colleges, training providers and employers to help local people develop their skills, qualifications and readiness to progress into higher skilled and higher paid jobs.</li> <li>• Developing a local Centre of Excellence to train and educate a workforce capable of undertaking high skilled and high paid jobs.</li> <li>• Appointing an Inward Investment Manager to identify new opportunities and funding streams.</li> <li>• Developing an inward investment campaign targeted at high tech/health sector or generally better paid employment sector – to attract and encourage them to relocate to Chorley.</li> <li>• Working with existing businesses (who offer well paid work) to promote jobs opportunities to local people first.</li> </ul>
<b>2</b>	<b>Support local businesses and revitalise rural service centres</b>	<p>Support will be provided to independent shops and businesses across the borough to encourage local people to use their local shops and businesses.</p> <p>Consideration will be given to the location of independent retailers and larger chain / corporate businesses, such that they complement each other, rather than introducing impossible market conditions, whilst respecting healthy market competition.</p> <p>In rural areas this will be aided by the rural enterprise team to encourage people to use their local shops and businesses ensuring they thrive, creating jobs and a strong borough wide economy.</p>
<b>3</b>	<b>Build Chorley's USP as a market town with strong and varied independent retail offer</b>	<p>Chorley's heritage is that of a market town focussed on independent retailers.</p> <p>This project will build on this Unique Selling Proposition by promoting Chorley as a market town with varied independent shops, as an alternative to large high street retailers and generic town centre shopping experiences. The aim is to utilise private investment to strengthen the town centre offer, investing in local traders and future businesses.</p>

Potential measures:

- Shop/Unit vacancy rates - outside of the town centre
- Average earnings of people employed within Chorley Borough
- Number of people commuting out of Chorley to work
- Number of Chorley residents employed by Chorley based businesses
- The number of town centre visits

<b>Continually Improve the Efficiency of the Council</b>		
<b>1</b>	<b>Increase productivity across all Council services</b>	<p>This project will seek to improve staff productivity across all services areas, to both enable the Council to deal with the inevitable increases in demand for services, which will take place over the next few years, and also to generate savings.</p> <p>Some services are effectively using management data which includes work volumes and processing times to improve staff productivity, and it is intended that this approach would be rolled out across all Council services as far as possible</p>
<b>2</b>	<b>Establish a consultancy business for front and back office support and improvement</b>	<p>Using existing resources, and improved productivity, market the services of back office functions to other organisations to recoup some of the cost of the back office.</p>
<b>3</b>	<b>Undertake a comprehensive review of all council services / shared services</b>	<p>A programme of value for money reviews to identify areas for savings, improvements and change across the organisation that can be implemented to improve performance. Working more closely with other authorities, particularly neighbouring authorities will give the opportunity to improve services and to make cost savings.</p> <p>Work will be undertaken to identify services that could be shared, and to then explore and develop opportunities with other authorities.</p>
<b>4</b>	<b>Implement a staff suggestion scheme</b>	<p>A scheme would be developed to encourage staff to make suggestions about how the council can be improved, to improve service delivery or to work more efficiently. Incorporated within this would be a staff introduction incentive scheme.</p>

Potential measures:

- % increase in contracts generating an income for the Council
- Amount of additional income generated
- % of residents who feel that the Council provides value for money
- Staff satisfaction

This page is intentionally left blank