

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Policy Council	3 rd November 2009

REFRESH OF THE CORPORATE STRATEGY 2009/10 - 2010/11

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2009/10 – 2010/11.

RECOMMENDATION(S)

- That the changes to the Corporate Strategy be approved in line with the rationale detailed below.
- That the leader be delegated responsibility as chair of the Local Strategic Partnership Executive to approve two targets which are currently being reviewed at a Lancashire level as part of the Local Area Agreement.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- The Corporate Strategy is the key document within the Council's Corporate Business Planning Process and is a key driver for delivering the Council's long-term vision, priorities, strategic outcomes and targets. To ensure the document remains relevant in the light of any internal and external developments the Corporate Strategy is reviewed and refreshed on an annual basis and where appropriate changes are recommended including the introduction of new key projects to support achievement against outcomes and targets and deliver real improvements for the community we serve.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organisation	✓

BACKGROUND

7. The Corporate Strategy provides a clear statement at the highest strategic level of what the Council aims to achieve over the next three years. The Corporate Strategy is developed against the backdrop of the Sustainable Community Strategy, the Local Area Agreement and the key issues facing the borough. The Corporate Strategy sets out not only the Council's vision, priorities, strategic objectives and desired long term outcomes from 2009-2011, but also how we will measure our achievements and those key projects which will be delivered in the short to medium term, covering the period up to October 2010.
8. The Council has committed to review the Corporate Strategy on an annual basis commencing each Summer with a view to agreeing and publishing a new Corporate Strategy in October/November each year, see the business planning process, appendix A. The current Corporate Strategy 2008/9 – 2010/11 was last reviewed in Autumn 2008 and approved by Council in December 2008.
9. The Corporate Strategy has been refreshed following a series of consultation and development sessions involving Members, Strategy Group and relevant officers. The refresh takes into account a number of influences, the main ones being the 'Big Issues' currently facing the Council, lessons learned from the delivery of the strategy in 2008/09, the April 2009 refresh of the Local Area Agreement for Chorley from 2008-2011.
10. A copy of the refreshed Corporate Strategy is attached in appendix B.

PERFORMANCE IN THE CORPORATE STRATEGY 2008/09

11. Detailed analysis of performance in the Corporate Strategy 2008/09 will be included in the Quarterly Performance Report to Executive Cabinet in November.
12. Overall, there has been strong performance in delivering the Corporate Strategy over the last year. The performance at the end of the 4th Quarter 2008/9 where 71% of key measures performed at, or above target, is being maintained. While many measures have changed, the final figure at the time of the refresh (end of September 2009) on those measures which it is possible to report on stands at 73% performing at, or above, target. 94% of the key projects included in the 2008/9 Corporate Strategy were either completed or on track by the end of September 2009, exceeding the Council's target of 90%.
13. The previous Corporate Strategy identified 36 Key Projects, 18 of which have been completed or closed. A further 10 projects will complete within the third quarter. The outcomes of these will be reported in the third quarter monitoring report therefore they are not being carried over in the refreshed Corporate Strategy. Of the remaining projects seven will be carried forward into the 2009/10 Corporate Strategy, as they will be completed in 2009/10. The remaining project to identify and design key projects from the town centre audit is a five year programme of works which will continue however it will now be monitored and completed as part of the business plan monitoring process. Instead it will be replaced with a project to produce a marketing package for the town centre, markets and Chorley as a whole. This is one of the key projects from the town centre audit and design strategy programme of works which is due to be undertaken in the next year.

SUMMARY OF PROPOSED CHANGES TO THE COUNCIL'S STRATEGIC VISION AND PRIORITIES AND OBJECTIVES

14. While some changes to the strategy and the key projects are required it is important that the vision and priorities remain fairly constant, as they set out the Council's medium term ambitions. It is therefore proposed that the format of the strategy and priorities remain unchanged to allow for continuity.

15. The current format has been well received and is well understood by both members and officers and radical change at this stage could undermine the progress made. Our approach has also been commended by the I&DeA and the Council's strategic clarity was praised in the recent CPA. The current strategic objectives are also directly aligned to those of the current Sustainable Community Strategy so a 'Golden Thread' of strategic alignment remains in place. However, several changes are proposed to reflect changes in focus for the Council.

PROPOSED CHANGES TO THE TIMESCALES

16. One of the most important changes is that this Corporate Strategy will be refreshed as a two year Strategy from 2009/10 – to 2010/11 rather than following the existing three year format. The rationale behind this is that a major refresh of the Sustainable Community Strategy is planned for 2010 to reflect the changes in the issues effecting the borough. This will result in a major refresh of the Corporate Strategy in 2010 to ensure the two plans are strategically aligned. In addition, this will ensure that the Corporate Strategy performance targets remain aligned with the current Local Area Agreement for Lancashire which has agreed targets up to 2011.

PROPOSED CHANGES TO THE VISION

17. It is proposed that the original Vision "The Council's ambition is for Chorley to be recognised as the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit" be to linked to the Chorley Smile campaign. It is proposed that the new wording be "**We will make Chorley smile by being the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit**". The detail which sat below the vision has also been removed.

PRIORITIES

18. There are no proposed changes to the current priorities of Prosperity, People, Place and Performance.

PROPOSED CHANGES TO THE STRATEGIC OBJECTIVES

19. The following wording changes are proposed to the Council's Strategic Objectives:
- **Strategic Objective 3** 'Involving people in their communities' has been reworded to '**Supporting people to get involved in improving their communities**' to reflect the supported approach the Council is taking to community engagement, supporting the community management of assets, introducing neighbourhood working and increasing volunteering.
 - **Strategic Objective 4** 'Develop local solutions to climate change' has been reworded to '**Improve environmental sustainability and combat climate change**' to reflect the wider environmental sustainability agenda and actions the Council is taking which is not limited to CO₂ reduction.

PROPOSED CHANGES TO THE LONG TERM OUTCOMES

20. Several minor changes are also proposed in relation to the Long Term Outcomes expressed in the Corporate Strategy. These effect:
- **Outcome 2.5** - 'Improved quality of life in rural communities' is to be replaced with '**Reduced inequalities in rural areas**', this reflects the recent Place Survey findings which reveals that over 91% of residents in rural wards are satisfied with their neighbourhood as a

place to live. However, that in line with our Equality Policy, inequalities still exist in rural areas particularly in relation to accessing services.

- **Outcome 3.1** 'People will be involved in decision-making and in improving the wellbeing of their communities' is to be reworded as '**People will be engaged in shaping and delivering neighbourhood plans**' to better reflect the Council's approach to neighbourhood working and increasing community engagement.
- A new long term **Outcome 3.3** has also been added '**Empowered local communities managing community assets**' to reflect the Council's approach to helping residents to manage community assets.
- **Outcome 5.3** 'There will be a range of housing tenures that address community needs' has been slightly reworded to read '**There will be a range of housing provision and services that address community requirements**' to more accurately reflects the number of schemes and actions the Council is undertaking, such as the Rental Bond Scheme.
- **Outcome 5.5** 'Improvement and extension of the green corridor of Chorley' has been replaced with '**Improvement and protection of Chorley's parks and open spaces**'. This seeks to reflect the Council's commitment to improving and protecting Chorley's parks and open spaces and the lack of a major extension project in the near future due to the ReMADE scheme being placed on hold as result of a funding freeze at a regional level.
- **Outcome 6.5** 'Improved access to public services' has been removed and absorbed into **Outcome 6.3** with a change of wording from 'A provider and procurer of high quality priority' to '**A provider and procurer of high quality, co-ordinated public services**' to place more emphasis on partnership working and co-ordination to improve services for the public.

SUMMARY OF CHANGES TO MEASURES

21. As with each of the previous refreshes there have been some changes to measures. New indicators have been included that are more reflective of the Council's outcomes and the indicators that are less relevant or no longer reported have been deleted. The key drivers for changes to the measures have been establishment of the new National Indicator Set and the development of the Place Survey, which now for example allows the Council to measure public perceptions about whether residents feel that the Council provide 'Value For Money'. Changes to targets for National Indicators identified as a priority for Chorley in the Local Area Agreement (LAA) for Lancashire from 2008-2011 have also been included in the revised Corporate Strategy.
22. The 2008/9 – 2011/12 Corporate Strategy contained 43 measures and targets. The refreshed Strategy for 2009/10 -2011/12 contains 42 measures. Of the 42, 35 are existing measures or comparable to measures in the 2008/9 strategy. 7 are new indicators which will better enable us to measure our performance against other areas nationally and measure the new long term outcome relating to for example the management of community assets. The changes effect the following measures:
 - Measure 2.2.2 has been revised to measure junior attendances which cover under 16s rather than under 18s to better match up with the reporting of free swimming attendances. The reporting period has also changed from financial year-end to end of September to address the issue of the Easter holiday falling in March some years and April in others. In order to measure accurate trends, it is important that usage over only one Easter period is included in each 12 month period. Currently, the situation can arise where the Easter period could be double counted if two Easter periods falls between 1st April and 31st March of a financial year.
 - The previous measure 2.2.4 in the 2008/9 strategy on leisure centre attendances has been removed and replaced with a new measure 2.4.1 – Adults taking part in the

recommended rate of 3x30mins physical activity – as the Council now have access to a new annual survey of residents undertaken by Sport England which is directly linked to the delivery plan targets of the Chorley Sport and Physical Activity Alliance.

- On measure 4.1.3 there has been a slight change to wording to reflect that fact that this measure refers to household waste and not all municipal waste, as the County Council is responsible for some element of municipal waste.
- Measure 5.3.1 will continue to measure the delivery of Affordable Housing but the percentage target has been replaced by the numeric target in the LAA. This indicator is currently being refreshed at a Lancashire-wide level as part of the LAA.
- The previous measure 5.4.3 - reduction of overall crime has been replaced with specific LAA measures on serious acquisitive crime and assault with less serious injury. The rationale being that the Police are no longer setting or measuring all-crime (all crime also includes white collar crime such as fraud which the council has no impact upon) however these specific types of crime are targets for the Chorley Crime and Disorder Reduction Partnership and are addressed by the Council through reducing alcohol related crime by licensing enforcements, CCTV or by SmartWater marking of property.
- The previous measures 6.1.2 and 6.1.3 from 2008/9 which measured the Council's Direction of Travel and Use of Resources Score have been replaced with a new combined Organisational Assessment measure, 6.1.3, to reflect the new Comprehensive Area Assessment system.
- A new indicator, 6.1.4, has been added to measure whether residents feel the Council provides Value For Money.
- The old measures of 6.2.1 and 6.2.3 have been removed following the Council's successful achievement of Level 3 of the Equality Standard and Level 2 of the Member Development Charter.
- The previous measure, 6.4.1, % Corporate Strategy projects achieved has been removed as project performance is now reported quarterly through the Council's Project Management Toolkit and Performance Management Framework.
- The old measure 6.4.2 'Staff satisfaction' has also been removed as it was felt to be too internally focused for inclusion in an externally facing document, particularly in light of the effects of the recession on residents.
- A new measure 6.4.1 has been included which measures the level of avoidable contact for customers to provide a key measure of providing customer focussed services.
- Finally, those previous measures linked to the former Outcome 6.5 'Improved access to services' have also been removed.

23. In order to ensure that the targets in the Strategy are realistic and will ensure that the Council is striving towards continuous improvement in improving outcomes for residents several of the existing targets have changed, either being reduced or increased in light of current performance, this includes some LAA targets which are set at a county-wide level. Where possible targets for 2009/10 and 2010/11 are included to increase accountability on performance.

KEY PROJECTS

24. In addition to the day to day business of the Council, 33 projects have been identified for inclusion in the refreshed document. 26 are new projects and 7 are longer term existing projects which have been carried forward from last years document, as they are expected to complete in 2010. Some ongoing projects have minor wording changes to reflect developments since 2008. The projects are clearly defined, support the strategic objectives set out in the corporate strategy, have a definite start and end point, are deliverable within a 12 to 18 month period and are within the Council's control. Each of the long-term outcomes in the strategy is addressed by at least one key project and many projects will have a positive impact upon several outcomes.

IMPLICATIONS OF REPORT

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

Finance	✓	Customer Services	✓
Human Resources		Equality and Diversity	✓
Legal		No significant implications in this area	

COMMENTS OF THE CORPORATE DIRECTOR OF PEOPLE

26. The refreshed Corporate Strategy supports improving outcomes for people and several of the key projects will improve the service the Council provides to customers.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

27. There are no immediate financial implications associated with this report. However resources have been committed to ongoing projects and for the new projects the main resource implication is staff time to deliver the projects. Therefore resources will be prioritised accordingly. Any additional costs identified in projects as they progress will be included in the next budget cycle for 2010/11.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

28. The refreshed Corporate Strategy supports achievement of the Council's Equality Scheme. All projects will be Equality Impact Assessed and several of the projects will focus on tackling inequality and addressing service delivery and quality of life issues for our seven strands of diversity.

LESLEY-ANN FENTON

ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Wilkinson	5248	21st October 2009	Corporate Strategy Refresh 2009

