

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Policy and Performance)	Policy Council	7 <sup>th</sup> December 2010

## REFRESH OF THE CORPORATE STRATEGY 2010/2011 - 2011/12

### PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2010/11 – 2011/2012.

### RECOMMENDATION(S)

- That the changes to the Corporate Strategy be approved in line with the rationale detailed below.

### 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**

6. 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, resident consultation 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 for the period 2010/2011 to 2013/2014, 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 2011.
7. The Corporate Strategy is the key document in the Council's corporate business planning process. It sets the vision and priorities on which the Council's work is based. A copy of the Council's corporate business planning diagram is attached as Appendix A.
8. This year, the Corporate Strategy has been refreshed in the light of the changes made to the Sustainable Community Strategy, and an extensive consultation exercise undertaken over the summer with residents, elected Members and partner organisations. In addition, the refreshed Corporate Strategy takes into account the 'Big Issues' currently facing the Council and the borough and, particularly, reducing public sector expenditure.
9. A copy of the refreshed Corporate Strategy is attached in Appendix B.

## **PERFORMANCE IN THE CORPORATE STRATEGY 2009/2010**

10. Detailed analysis of performance in the Corporate Strategy 2009/2010 was included in the Quarterly Performance Report that was presented to Executive Cabinet and Overview and Scrutiny in November.
11. Overall, there has been strong performance in delivering the Corporate Strategy over the last year. At the end of the last quarter, 93% of the key measures were either performing better than target, or within the 5% threshold. 91% of key projects were either on track or completed.
12. The previous Corporate Strategy identified 33 Key Projects. The majority of the projects are either closed, completed or on track to complete in the third quarter. Any continuing pieces of work will be included in the Business Improvement Plan of the relevant directorate. Two projects will be continued in the proposed Corporate Strategy; Deliver Food Waste Recycling and Choice Based Lettings.

## **SUMMARY OF PROPOSED CHANGES TO THE CORPORATE STRATEGY**

13. The Sustainable Community Strategy is the key strategic document for the Chorley Partnership. It sets out the vision and priorities for the borough. It mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy. Therefore, many of the changes made to the Corporate Strategy in this refresh reflect the changes made to the Sustainable Community Strategy, which was approved by full Council at its meeting in November.
14. The changes to the Sustainable Community Strategy were based on an extensive consultation exercise undertaken over the summer. The consultation included:
  - Over 1,000 residents, through postal and online surveys, face to face consultation on the Flat Iron Market and a freepost postcard for people to submit their views. Adverts were included in the Chorley Guardian, the Chorley Citizen and the Chorley Smile magazine.

- 50 different partnership organisations gave their views, through workshops, meetings and online consultation.
  - 3 drop in sessions were held for Councillors, and Councillors were also invited through In the Know to complete an online questionnaire.
15. The results of this consultation influenced the development of the Sustainable Community Strategy, which was finalised and approved by full Council at its meeting in November. The report on the full consultation can be found on the Chorley Partnership website.
16. The following sections outline the changes to the Corporate Strategy in more detail.

### **Proposed changes to the Vision**

17. It is proposed that the original vision; “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” be changed to match the vision in the Sustainable Community Strategy, and the importance of the Council delivering value for money in the coming years. It is proposed that the new wording be:
- “Chorley will smile as the most attractive, caring and vibrant place in the North West to live, work, invest, play and visit. People will be healthy and happy in safe communities where they can achieve their ambitions. The Council will be a consistently top performing organisation that delivers excellent value for money”.

### **Themes**

18. The proposed Corporate Strategy changes the Council’s priorities from; ‘Prosperity’, ‘People’, ‘Place’ and ‘Performance’ to ‘You and Your Family’, ‘You and Your Community’, ‘You and Chorley’ and ‘You and Your Council’.
19. The changes match those made in the Sustainable Community Strategy, and are aimed to make the customer central in the Council’s priorities.

### **Strategic Objectives and Long Term Outcomes**

20. The changes made to the Strategic Objectives and Long Term Outcomes have been made to match the Corporate Strategy to the Sustainable Community Strategy; with the addition of an objective to ensure that Chorley is ‘A Council that is a Consistently Top Performance Organisation and Delivers Excellent Value for Money’.
21. There are nine Strategic Objectives, which set out how the Council will reach its priorities and vision. The Long Term Outcomes then set out what improvements will be made by working toward the Strategic Objectives.

### **Measures and Targets**

22. The number of measures in the Corporate Strategy has been reduced. This in response to changes in national government policy, but also to ensure that the reporting burden on service managers is minimised.
23. The measures included are more long term and outcome focussed. They particularly examine resident perception and satisfaction levels. This should support Members to focus on improvements made over a longer term. Measures that were previously in the Corporate Strategy that relate to service delivery will be included in directorate business improvement plans.
24. The targets proposed in the Corporate Strategy are based on the latest performance for each measure. They have been set based on ensuring that the Council remains one of the top performing Councils in the country.

25. The satisfaction and perception based measures targets have been set based on maintaining the Council's current performance when compared to other Councils. Therefore, if the Council is currently performing in the top 25%, the target set will maintain that position. All the targets aim for Chorley to be in the top 25%, or above average when compared to others.
26. The targets that have been currently set are the minimum that the Council expects to achieve, based on the current likely resources. The targets may be revisited and improved if the budget position improves at a later date.

### Key Projects

27. To reflect the reduced resources available to the Council, and to prioritise the delivery of frontline services, the number of key projects has been reduced. To make the management of the projects more straightforward, they have been consolidated into two main programmes: 'Improving Chorley' and 'Improving the Council'.
28. The projects are over a twelve month period, and will help the Council to achieve its long term outcomes and strategic objectives. The links to strategic objectives and long term outcomes is illustrated in brackets next to each project.

### IMPLICATIONS OF REPORT

29. 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 DIRECTOR OF TRANSFORMATION

There are no immediate financial implications of 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 using the Council's programme management. The Corporate Strategy forms the backdrop for the budget planning cycle, and will be taken into consideration for the budget for 2011/2012.

### COMMENTS OF THE DIRECTOR OF PARTNERSHIPS, PLANNING AND POLICY

An Equality Impact Assessment has been undertaken on the overall Corporate Strategy, and individual impact assessments will be completed for each key project. The Strategy itself includes a number of projects and strategic objectives that focus on improving outcomes and the quality of life for the equality strands identified in the Council's Equality Scheme.

DONNA HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	22 <sup>nd</sup> November 2010	Corporate Strategy Refresh 2010

# APPENDIX A

