

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Policy and Performance)	Policy Council	15 November 2011

CORPORATE STRATEGY 2011/12 TO 2014/15

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy for 2011/12 to 2012/13

RECOMMENDATION(S)

- That the refreshed Corporate Strategy be approved

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, 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 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:

Strong Family Support	✓	Education and Jobs	✓
Being Healthy	✓	Pride in Quality Homes and Clean Neighbourhoods	✓
Safe Respectful Communities	✓	Quality Community Services and Spaces	✓
Vibrant Local Economy	✓	Thriving Town Centre, Local Attractions and Villages	✓
A Council that is a consistently Top Performing Organisation and Delivers Excellent Value for Money			✓

BACKGROUND

- The Corporate Strategy provides a clear statement of what the council aims to achieve over the next three years. It is developed against the backdrop of the Sustainable Community Strategy 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 2011/2012 to 2014/2015, 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 2012.

7. The Corporate Strategy was fundamentally changed last year, following the changes that were made to the Sustainable Community Strategy. This included changing the vision, strategic objectives and long term outcomes based on extensive consultation with residents, partners, elected Members and staff to find out what was important to them and what needed improving in Chorley.
8. A copy of the refreshed Corporate Strategy is attached as Appendix A.

PERFORMANCE IN THE CORPORATE STRATEGY 2010 - 2011

9. Detailed analysis of the performance in the delivering the Corporate Strategy over the last year is included in the second quarter performance report, presented to the Executive Cabinet's November meeting.
10. Overall performance has been strong in the last twelve months. There were 15 projects included in the strategy. At the end of the second quarter, five had completed, and nine were rated as green. Most of these are due to complete early in the new year, although three will continue into next year's corporate strategy.
11. Performance in key measures is also strong. At the end of the second quarter, it was possible to report against 12 of the key measures. Of these, 83% were on or above target. Only two were below target, and should improve over the next quarter.

SUMMARY OF PROPOSED CHANGES TO THE CORPORATE STRATEGY

12. The Corporate Strategy was substantially changed last year, based on the extensive consultation undertaken as part of the refresh of the Sustainable Community Strategy. To ensure that there is some consistency in the stated vision and objectives of the council, and enable the long term outcomes to be achieved, it is proposed to make no changes to the vision, strategic objectives and long term outcomes this year.
13. The measures and targets were also refreshed last year. The targets set run until March 2012, and the measures were selected based on ensuring that the long term outcomes are demonstrably achieved. Given that the long term outcomes are not being changed and the targets are still valid, it is proposed that the measures and targets are not changed this year.
14. The key projects within the two programmes of the strategy, 'Improving Chorley' and 'Improving the Council' are mostly planned to complete over the twelve month period between October 2010 and November 2011. Therefore, new projects are suggested for the next twelve month period, to support the council in achieving its vision and long term outcomes.
15. The projects have been developed following a session open to all Councillors, and to ensure that the council addresses issues facing residents and delivers improvements against the long terms outcomes. The numbers in brackets next to each project refer to the strategic objective that each project addresses.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICE

17. There are no immediate financial implications of this report. The main implications of the strategy are in the management of staff resource and capacity, which will be managed through the council's business planning process. The corporate strategy will form the backdrop for the budget planning process for 2012/13.

COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS

18. An Integrated 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.

COMMENTS OF THE MONITORING OFFICER

19. It is appropriate to regularly refresh the Corporate Strategy to ensure its relevance. All necessary steps have been taken to demonstrate a transparent and robust process.

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	3 November 2011	Corporate Strategy Refresh 2011