

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Full Council	6 th November 2012

CORPORATE STRATEGY 2012/13 TO 2015/16

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2012/13 to 2015/16.

RECOMMENDATION(S)

- That the new Corporate Strategy be approved.

EXECUTIVE SUMMARY OF REPORT

- The report provides a summary of the changes proposed as part of the Corporate Strategy refresh. The Corporate Strategy has been completely revised this year, following election of a new administration to ensure it delivers on the priority areas to which they were elected. These priorities have been tested through extensive consultation on the proposed changes, with very positive feedback in support of the new visions and priority areas.
- The proposed Corporate Strategy has fewer priorities, with focus being placed on developing the economy, addressing housing needs, improving neighbourhoods and increasing engagement with residents.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

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 delivery of the

strategy and deliver real improvements for the community we serve.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. None.

CORPORATE PRIORITIES

7. 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			

8. The new Corporate Strategy identifies four new priorities, which if approved, will replace the Strategic Objectives above. These new priorities are:
 - a. Involving residents in improving their local area and equality of access for all;
 - b. Clean, safe and healthy communities;
 - c. A strong local economy; and
 - d. An ambitious council that does more to meet the needs of residents and the local area.

BACKGROUND

9. The Corporate Strategy provides a clear statement of what the council aims to achieve over the next three years. It is developed against a backdrop of the Sustainable Community Strategy and the key issues facing the borough. The Corporate Strategy sets out not only the Council's visions, priorities, and long term outcomes for the period 2012/13 to 2015/16 but also how we will measure our achievements and those key projects which will be delivered over the year ahead.

A NEW VISION AND PRIORITIES FOR THE COUNCIL

10. The Corporate Strategy has been completely refreshed and aligned with the priorities identified by the Labour Group as part of their election campaign earlier this year. This shows a continued commitment to the priorities under which they were elected.
11. In addition, the vision, priorities and long term outcomes have been subject to a comprehensive consultation exercise to ensure that they remain relevant to the needs of residents and businesses within Chorley.
12. The new vision for the Council is proposed as:

An ambitious council that achieves more by listening to the whole community and exceeding their needs.

13. It is also proposed to replace the nine existing strategic objectives with four priorities. This provides a simplified framework that highlights the key priority areas the Council aims to deliver against in the coming years, such as developing a strong local economy and delivering clean, safe and healthy communities. It also continues to align to the priorities set out in Chorley's sustainable community strategy.

14. A copy of the refreshed Corporate Strategy is attached separately to the agenda as Appendix A.

CORPORATE STRATEGY DELIVERY

15. Following approval of the new Corporate Strategy, all Council work should be aligned to ensure that resources and investment are focused at delivering the new priorities. In particular, 19 key projects are being proposed for delivery over the next 12-18 months that will directly support delivery of the new priorities and long term outcomes.
16. It should be noted that the projects will be delivered within existing resources where possible, however the scope and scale of some may need to be reconsidered depending on the availability of additional funding. Any proposals for additional budget growth items will be presented to full council as part of the budget setting process in February 2013.
17. The key projects and an overview of what they will deliver is shown below:

No,	Key Project	Project Overview
1.	Develop a town centre master plan	This project will produce, consult and agree a long term plan for the future development of Chorley Town Centre in order for it to maintain and grow its position in the retail hierarchy; providing consideration to the demarcation of the town centre boundary, land use zoning, locations for new development, public realm and car parking.
2.	Produce an inward investment plan	This project will produce an inward investment plan and deliver key actions over the first year. Activity will include developing an inward investment web site, marketing package and a grant scheme to support the capital injection from inward investors who are creating jobs for local people.
3.	Implement a programme to support the expansion of local businesses	This project will establish a business advice and support service for existing businesses in the Borough who have been trading for more than 3 years in order to help them to survive and grow. A newly appointed Business Advisor will work closely with the start-up Business Advisor and other business support organisations/programmes to provide a fully integrated business support infrastructure. This will include establishing a 'Choose Chorley Business Network' and a quarterly business newsletter.
4.	Implement a joint employment support initiative with Runshaw College	There are currently apprenticeship opportunities within Chorley that are not being filled. This project will work with Runshaw college to identify the barriers that young people in Chorley face when accessing apprenticeships, such as transport and training costs, and develop an action plan to address them.
5.	Trial re-opening of market street	This project includes the design and delivery of a workable scheme to re-open Market Street to vehicles and provide on-street parking in order to attract more shoppers and boost trade in the area. This is a trial scheme will be monitored and evaluated by feedback from town centre stakeholders including shoppers, residents and traders.
6.	Chorley Sports Village	This project will assess whether there is demand for a

		sports village and whether it is feasible to deliver such a project. If it is, then the project will include development of a plan to move the project onto the next stage.
7.	Produce a development plan for Astley Park	The project will develop a programme of works to both increase visitor numbers to the park and town centre and also to increase the income generated from the park through better facilities and events.
8.	Deliver affordable homes through the use of Council assets	<p>This project will deliver new affordable housing for rent by working with our Registered Providers to make use of the Council's assets, and these homes will be allocated to customers in accordance with the Council's Allocation Policy. This project will meet a number of strategic priorities, including maximising the number of properties available for rent in Chorley and responding to welfare reform, by delivering property types for those likely to be affected by the under-occupancy rules. The project will enable the following:</p> <ul style="list-style-type: none"> • The redevelopment of 4 Council owned garage sites to produce 15 new homes • The redevelopment of the Council owned Douglas House site to produce 24 new homes • The acquisition of some derelict empty properties on Thirlmere and development of 2 new homes • Exploration of any other opportunities to use Council assets, land or capital, in order to facilitate additional new homes.
9.	Introduce local solutions to address homelessness	<p>This project will implement the solutions identified in the review of homeless presentations and advice cases across Chorley as well as identifying actions to address the impact of welfare reform, particularly for young adults. This includes:</p> <ul style="list-style-type: none"> • Promotion of the benefits of seeking help about housing early; • Delivery of peer education in schools; • Tenant training courses; • Refresh of protocols with registered providers; and • Exploring the demand for outreach in areas outside of the town centre.
10.	Develop and deliver a scheme to improve housing standards	This project will develop and introduce a proactive service to improve standards in privately let houses. This will include the identification and risk assessment of properties, where tenants, landlords or ward councillors have identified concerns. The risk assessment will then be used to prioritise investigations and work to resolve the issues.
11.	Launch the civic pride campaign	To develop a civic pride campaign that will empower and encourage communities to develop and deliver change in their own neighbourhoods.
12.	Developing volunteering in the borough	This project will extend the current time credits project beyond the current scope of older people and people with long term conditions to also identify and target a deprived neighbourhood in the borough.

13.	Establish a process to deliver Working Together With Families	This project will establish a process to deliver Working Together with Families (WTWF) in Chorley through a local management group led by Chorley Council.
14.	Implement improvements to neighbourhood working	This project will deliver improvements to neighbourhood working as set out and agreed in the review of neighbourhood working that will be presented to Executive Cabinet in November 2012.
15.	Tackling fuel poverty	The project aims to reduce the cost of gas and electricity to Chorley residents through partnering with other local authorities and a collective switching company to purchase fuel at a reduced price.
16.	Deliver a project to improve the productivity of Council services	This project aims to increase the productivity of the Council's workforce by 2.5% in 2013/14.
17.	Migrate services into the front office	This project extends the existing Corporate Strategy key project to 'implement the customer services migration plan' to also incorporate the migration of some services into the new transactional services team.
18.	Improving access to services	Following the implementation of the Council's new website this project will develop and implement a channel migration strategy that will aim to encourage customers to move to cheaper access channels such as the website.
19.	Establish a Chorley Council Youth Council	The project will identify a group of children and young people and involve them more in the democratic process. The project will raise their awareness of the Council's areas of business, seek their views on services and support them in obtaining and feeding back the views of other children and young people, on a regular basis.

MEASURING PROGRESS

18. The strategy includes 29 key measures so that it is possible to identify if the priorities and long term outcomes of the strategy are being achieved. Targets have been set for most of these indicators to show what the council is aiming to achieve. Compared to last year's Corporate Strategy, 17 of the 29 indicators are new and have been chosen to reflect the change in priorities. Because some of the measures have not been monitored before, it is not yet possible to set a target. Therefore, it is proposed to use the next year to gather baseline information and improve on performance during the year.
19. In addition, some of the measures have been chosen to demonstrate the wish to target underperformance. For instance, instead of measuring customer satisfaction, the new measure will aim to minimise the level of dissatisfaction so that focus and attention is placed on targeting underperformance.

SUMMARY OF THE CONSULTATION RESULTS

20. The proposed vision, priorities and long term outcomes have been subject to an 18 day consultation period, from the 3rd – 21st October.
21. A total of 131 responses have been received from an online survey or paper survey. Additional feedback was received through a display in the One Stop Shop and at the Town Hall open day, which asked people to indicate which of the priorities they feel address

areas and issues that are important for Chorley. Elected Members were also invited to a drop in session to a drop in session.

22. The results show strong support for the changes to the Corporate Strategy with 77% of people agreeing with the proposed new vision. In relation to the proposed priorities 99% of respondents felt that the priorities to deliver clean, safe and healthy communities and a strong local economy were important, 96% agreed that involving residents by improving their local area and equality of access for all is important and 94% agreed that the priority to be an ambitious council that does more to meet the needs of residents and the local area is important. A more detailed breakdown of the consultation results can be found in appendix B.

IMPLICATIONS OF REPORT

23. 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

24. The report sets out the administration's proposals for future years. In terms of resourcing, many of the projects will be delivered using existing resources, any additional resourcing requirements will be addressed during the 2013/14 budget process and adjustments made to the projects as required.
25. At this point in time we have had no indication from government in respect of the level of grant settlement for 2013/14. The main reason for this is the changes proposed to the distribution mechanism, which are significant. We have been informed that settlement figures may not be available until late December 2012.

COMMENTS OF THE MONITORING OFFICER

26. The projects contained within the Corporate Strategy fall within the obligations, either specific or general, of the Authority.

COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS

27. 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 long term outcomes that focus on improving outcomes and ease of access to services, which will particularly help people with protected characteristics.

GARH HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Huddleston	5779	22 nd Oct 2012	Corporate Strategy Council Report