

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Full Council	28 November 2013

CORPORATE STRATEGY 2013/14 TO 2016/17

PURPOSE OF REPORT

- To seek approval for the refresh of the Corporate Strategy 2013/14 to 2016/17.

RECOMMENDATION(S)

- That the Corporate Strategy 2013/14 to 2016/17 be approved.

EXECUTIVE SUMMARY OF REPORT

- The report provides a summary of the performance of the Corporate Strategy in 2012/13 and the changes proposed as part of the Corporate Strategy refresh for 2013/14. Performance of the Corporate Strategy in 2012/13 was strong with over 70% of projects completed or nearing completion and the remaining 30% on track to deliver outcomes by the end of March 2014.
- The Corporate Strategy for 2013/14 looks to retain the current priorities and long term outcomes agreed through comprehensive consultation carried out in 2012 and to build on the work done in 2012/13.
- The refresh of the Corporate Strategy proposes 20 new projects with a view to building on schemes successfully introduced in 2012/13 and doing more of what works by refining the approach to ensure sustainable outcomes. Key objectives in relation to economic development will be reinforced, initiatives such as the Chorley Time Credits programme will be progressed to the next stage of delivery and a number of additional projects will be included to deliver more in areas that residents value such as the town centre, play areas, parks and open spaces.

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)

6. The Corporate Strategy is the main 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

7. None.

CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	x	A strong local economy	x
Clean, safe and healthy communities	X	An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

9. The Corporate Strategy provides a clear statement of what the council aims to achieve over the next three years. The strategy sets out not only the council's vision, priorities, and long term outcomes for the period 2013/14 to 2016/17 but also how we will measure our achievements and those key projects which will be delivered over the year ahead. The Corporate Strategy identifies the following key priorities:

- 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.

PERFORMANCE OF THE CORPORATE STRATEGY IN 2012/13

10. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance of the Corporate Strategy in 2012/13 has been excellent.
11. The council has demonstrated its commitment to economic development by awarding over £200,000 grant support to local businesses, appointing two new business advisors and creating 194 jobs in Chorley. Changes to neighbourhood working and the new proactive clean up team have delivered environmental improvements across the borough. In addition, a comprehensive programme of community development and clean up activity, along with councillor community grants and the Chorley Time Credits programme have helped ensure that residents from all areas of Chorley are taking an active role in their communities. Initiatives such as Working Together With Families and Warm Homes Healthy People have increased support for the most vulnerable people and families in the borough.
12. The satisfaction survey carried out in 2013 showed that residents are more satisfied with their neighbourhood as a place to live now than in 2008. The survey also indicated a

significant increase in satisfaction with the way the council runs things from 50% in 2008 to 73.2% at May 2013. Residents also feel that they are getting better value for money.

13. The Corporate Strategy included 20 key projects aimed at delivering activity to support the four priority areas. Of these projects, 70% are now complete or nearing completion with the remaining 30% on track to deliver outcomes by the end of March 2014.
14. Projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to their completion alongside the new Corporate Strategy projects, and reported through quarterly monitoring reports. Where projects are complete, activity has now been incorporated into business as usual or extended through additional actions in the 2013/14 Corporate Strategy. A full list of projects along with a current position statement is available at appendix A.
15. The strategy also included 30 key measures to make it possible to monitor progress towards achieving the priorities and long term outcomes. The measures were selected to demonstrate the ambitions of the council and the wish to target areas of underperformance. At quarter two, 73% of these indicators are performing above target, within the 5% tolerance or have been presented for baselining purposes. Further detail is available in the quarter 2 monitoring report which was presented to Executive Cabinet in November.
16. The development of the strategy for 2013/14 looks to build on what has been delivered in 2012/13 and put in place additional activity to strengthen outcomes and address areas of underperformance.

DEVELOPMENT OF THE CORPORATE STRATEGY 2013/14 – 2016/17

17. The priorities and long term outcomes identified on approval of the Corporate Strategy have been retained for 2013/14 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment.
18. The refresh of the Corporate Strategy proposes 20 new projects that will directly support achievement of strategic priorities and long term outcomes, building on schemes successfully introduced in 2012/13. The main aim in developing the projects was that as far as possible, each has clear and tangible outputs that can be realised over the next twelve months within a clearly defined scope.
19. Through the refreshed Corporate Strategy, key objectives in relation to economic development will be reinforced, initiatives such as the Chorley Time Credits programme will be progressed to the next stage of delivery and a number of additional projects will be included to deliver more in areas that residents value such as the town centre, play areas, parks and open spaces.
20. Areas that require strengthening such as the level of NEET young people, customer dissatisfaction and domestic violence have been addressed through either the continuation of budget investment such as the Runshaw College joint employment initiative, prioritisation through the Chorley Partnership delivery plan or identification of specific key projects.
21. A copy of the updated Corporate Strategy is attached as appendix B. It should be noted that the projects will be delivered within existing resources where possible, however the scope and scale of some will be determined based on the availability of additional funding. Any proposals for additional budget investment will be presented to full council as part of the budget setting process in February 2014.
22. The key proposed projects and an overview of what they will deliver is shown below:

Improving residents in improving their local area and equality of access for all	
1. Deliver the organisational response to Welfare Reforms	<p>The proposed future changes and potential impact of welfare reforms on local residents will require a coordinated organisation wide response with the following key actions:</p> <ul style="list-style-type: none"> • Engage with departments and partners to identify key cross-cutting activities including: economic development, communications, health, housing, customer services and revenue and benefits • Work with the voluntary sector and the VCFS Network to promote support services to households affected by Welfare Reform • Utilise area and neighbourhood structures to provide targeted advice and support • Work in partnership with Jobcentre Plus, Work Programme providers and other employment providers/initiatives to reduce worklessness.
2. Implement initiatives to overcome social isolation	<p>With partners, this project will build on work completed as part of the community meals initiative to tackle social isolation and protect vulnerable customers with key actions including:</p> <ul style="list-style-type: none"> • Review initial activity including home meals pilot. • Develop and implement options for way forward. • Investigate community transport provision • Explore alternative initiatives such as a Casserole Club • Carry out a review of luncheon clubs and identify any support needs
3. Extend and expand the food bank	<p>Building on the existing established and successful food bank provision in Chorley town centre, this project will :</p> <ul style="list-style-type: none"> • Extend the service and capacity of the current food bank to ensure that local needs are met • Develop the provision in rural or outlying areas through a delivery network or satellite hubs • Develop and embed links with time credits • Develop links with credit union facility
4. Develop the offer at Chorley's Credit Union	<p>This project will deliver year two of the business plan for Chorley's Credit Union and achieve the targets necessary to ensure the sustainability of the facility. The project will also investigate development of products and services including online banking and business loans.</p> <p>Work to embed and integrate time credits will be included although within the scope of the specific time credits project, 'Extending and embedding Chorley's time credits.'</p>
5. Extend and embed Chorley's time credits (Year 1)	<p>This project will focus on embedding time credits within the council and extending time credits beyond a health and social care focus to cover the whole community. Over the next 12 months this will be achieved through delivering time credits across four key areas; Chorley Credit Union, Social Isolation in Western Parishes, Working Together with Families and Civic Pride. More specifically this will be achieved through:</p> <ul style="list-style-type: none"> • Developing strong and mutually beneficial partnerships with Chorley's credit union to promote volunteering to credit union customers and promote the credit union to volunteers. Also exploring options for using credits in exchange for financial literacy support or other non money lending opportunities and options for a 'community pot' • Focused activity in western parishes identifying gaps and establishing links with existing providers • To encourage vulnerable families to get involved in volunteering, including supporting each other and to develop education and training offers that can be used by families as both an earning and spending opportunity. • To embed volunteering within council service delivery and promote time credits within the borough leading to a growth in Chorley's volunteering network.

A strong local economy	
6. Deliver the Chorley works unemployment project	<p>The Chorley works project will deliver a scheme that provides recruitment subsidies to employers in order to remove barriers to work such as transport, equipment and training with the aim of helping key populations into sustainable employment. The project will support a minimum of 60 beneficiaries over a 12 month period. Key project actions will include:</p> <ul style="list-style-type: none"> • Establish the necessary funding through external sources or internal budget investment • Review scope and criteria for beneficiaries developed as part of 2013/14 business improvement project and gain approval for final proposal • Investigate and put in place processes to administer the scheme including potential partnership arrangements • Promote the scheme through local networks and contacts • Provide necessary support to employers • Carry out regular monitoring of the fund and review at monthly or quarterly intervals.
7. Market Walk	<p>This project will:</p> <ul style="list-style-type: none"> • Embed the changes following the initial transfer including operational issues. • Evaluate how the council can best maximise the value of this asset • Produce a development plan outlining both short and medium term actions.
8. Deliver town centre improvements	<p>This project will implement the phase 1 actions identified in the town centre master plan in relation to the three key investment opportunities and the public realm improvements. This primarily relates to the following specific actions:</p> <ul style="list-style-type: none"> • Masterplan and identify a development partner for South Market St/Fleet St residential development • Design and deliver the upgraded ASDA junction • Design and deliver upgraded Market St (south) public realm improvements • Market St Shop Front Improvements • Deliver 98-102 Market Street project • Develop prospectus and meanwhile use for the civic quarter
9. Deliver the inward investment campaign	<p>The inward investment campaign is a comprehensive marketing plan to support the inward investment strategy. This project will include:</p> <ul style="list-style-type: none"> • launch of the campaign • execution of initial activity to be delivered over the first 5 months • evaluation and review of activity • develop options for taking the campaign forward <p>The initial campaign should start to raise Chorley's profile as a potential location for business amongst investors and advisors, communicating the advantages of Chorley as a place to do business and the offer available.</p>
Clean, safe and healthy communities	
10. Implement Astley Park development plan	<p>This project will implement key actions from the Astley Hall development plan. These will be defined within the plan due for completion and approval in January.</p> <p>This project should deliver one or two key developments and give a visible statement of the council's long term aspirations for Astley Hall and Park. Projects may include developing event parking and the installation of a fountain centre piece in the lake beside the hall.</p>
11. Friday Street health centre	<p>The Friday Street health centre project is aimed at supporting the progression of the proposed new health centre on Friday Street in Chorley East Ward. The project looks to coordinate work to drive the delivery of the</p>

	centre including strengthening links with partners and maintaining a dialogue with emerging health structures.
12. Deliver environmental enhancements as part of the Cleaner Chorley campaign	As part of the Cleaner Chorley campaign, this project will implement a programme of environmental enhancements targeted at four main areas; litter, dog fouling, fly tipping and graffiti. The project will draw together teams from Streetscene and Health, Environment and Neighbourhoods in a coordinated approach to high profile improvements linking in with the wider civic pride agenda.
13. Deliver improvements to play areas identified in year 1 of the play and open space strategy.	This project will carry out the improvements to the play areas that have been identified in year one of the play and open spaces strategy.
14. Deliver the Chorley Youth Zone	Working with Lancashire County Council and the Arts Partnership, Chorley Council will lead on the development of a youth zone. The youth zone will provide young people with somewhere to go, something to do, and someone to talk to. Offering a range of activities, the youth zone will essentially be a youth centre open every evening. The project will include: <ul style="list-style-type: none"> • Site acquisition • Development • Setting up of a new legal entity • Development, approval and implementation of proposals for the marketing and running of the youth zone
15. Host cycling tour of Lancashire	In partnership with British Cycling, this project will support the development and delivery of a cycling tour of Lancashire event to take place over the April 2014 bank holiday weekend. The project will include liaison with key partners to plan and manage a cycling event that may include a race event or start/finish point being hosted in Chorley. It will also include the implementation of the legacy package of community based development activity.
Ambitious council that does more to meet the needs of residents and the local area	
16. Develop and implement Chorley Council energy advice and supplier switching service	Aimed at tackling fuel poverty and maximising household income, this project would develop and implement an in house energy advice switching service to be based on the format currently offered by U-Switch. The service would be delivered by frontline agents who would offer energy switching advice to customers in a more proactive and direct approach. The project to be delivered by the housing team would include: <ul style="list-style-type: none"> • Development of the service including performance measures • Development and delivery of a training for frontline staff • Implementation • Promotion of the new service via appropriate marketing channels • Monitoring and review
17. Improve customer satisfaction	This project would look to develop and deliver an action plan to tackle customer dissatisfaction. The project would carry out analysis of the current reasons for dissatisfaction including trend analysis to inform the development of an action plan. The project would also include working with services to implement the action plan, delivering improvements in satisfaction.
18. Extend the use of mobile devices across the organisation	Following approval of the council's ICT strategy, this project will seek to review and implement new mobile solutions for councillors and staff. For councillors this will mainly be implementation of outcomes of the review of pilot tablet devices and the implementation of a new member information system. A review of officer mobile use, particularly for front line services will also be completed as well as upgrading infrastructure to improve the speed and access to council systems along with the introduction of tablets.

<p>19. Bring the property services contract in-house</p>	<p>Following in principle approval to insource the council's property service this project will end the current property service contract and develop and deliver proposals to create an in house property services team. This will give the council back direct control over the service as well as delivering substantial savings.</p>
<p>20. Change working practises to fit neighbourhood working and public health priorities.</p>	<p>This project will deliver the changes within the HEN service so that the working practises are aligned with key priorities including neighbourhood working, public health and community development. The project will:</p> <ul style="list-style-type: none"> • Review current working processes and systems • Deliver a programme of management and cultural change • Engage with council services and partners to raise awareness of public health priorities and make the required changes to ensure they are achieved • Deliver key elements of the play and open spaces strategy • Review opportunities to extend and enhance local sports facilities

MEASURING PROGRESS

21. To ensure the effective and consistent monitoring of Corporate Strategy outcomes, the majority of the current measures will be retained. The strategy for 2013/14 includes 29 key measures so that it is possible to identify if the priorities and long term outcomes of the strategy are being achieved.
30. A small number of the targets will be changed where either: they are being easily achieved; the factors determining performance have changed; where the previous target was to collate a baseline. One measure will be removed. This applies to the following specific indicators
- Number of jobs created through targeted interventions – previously baseline. Target of 100.
 - Number of jobs created through inward investment – previously baseline. Target of 50.
 - % of households living in fuel poverty – previously baseline. Target of better than North West average currently 12.5%
 - Number of affordable homes delivered – Target of 300 by 2016/17 from 2013/14. This change has been made to recognise the timescales needed to deliver affordable housing, and also following changes national to help to buy schemes.
 - Number of long term empty properties in the borough – Target of 195.
 - The indicator for average length of stay in the town centre will be removed. This is because, having undertaken work to baseline the indicator this year, it is difficult to measure the indicator in a cost effective way to provide useful information.
23. The measures continue to reflect the council's commitment to targeting under performance and setting ambitious goals for improvement. The refreshed indicators and targets are included on the updated version of the Corporate Strategy presented at Appendix B.

IMPLICATIONS OF REPORT

24. 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

25. 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 2014/15 budget process and adjustments made to the projects as required.

COMMENTS OF THE MONITORING OFFICER

26. No comments

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.

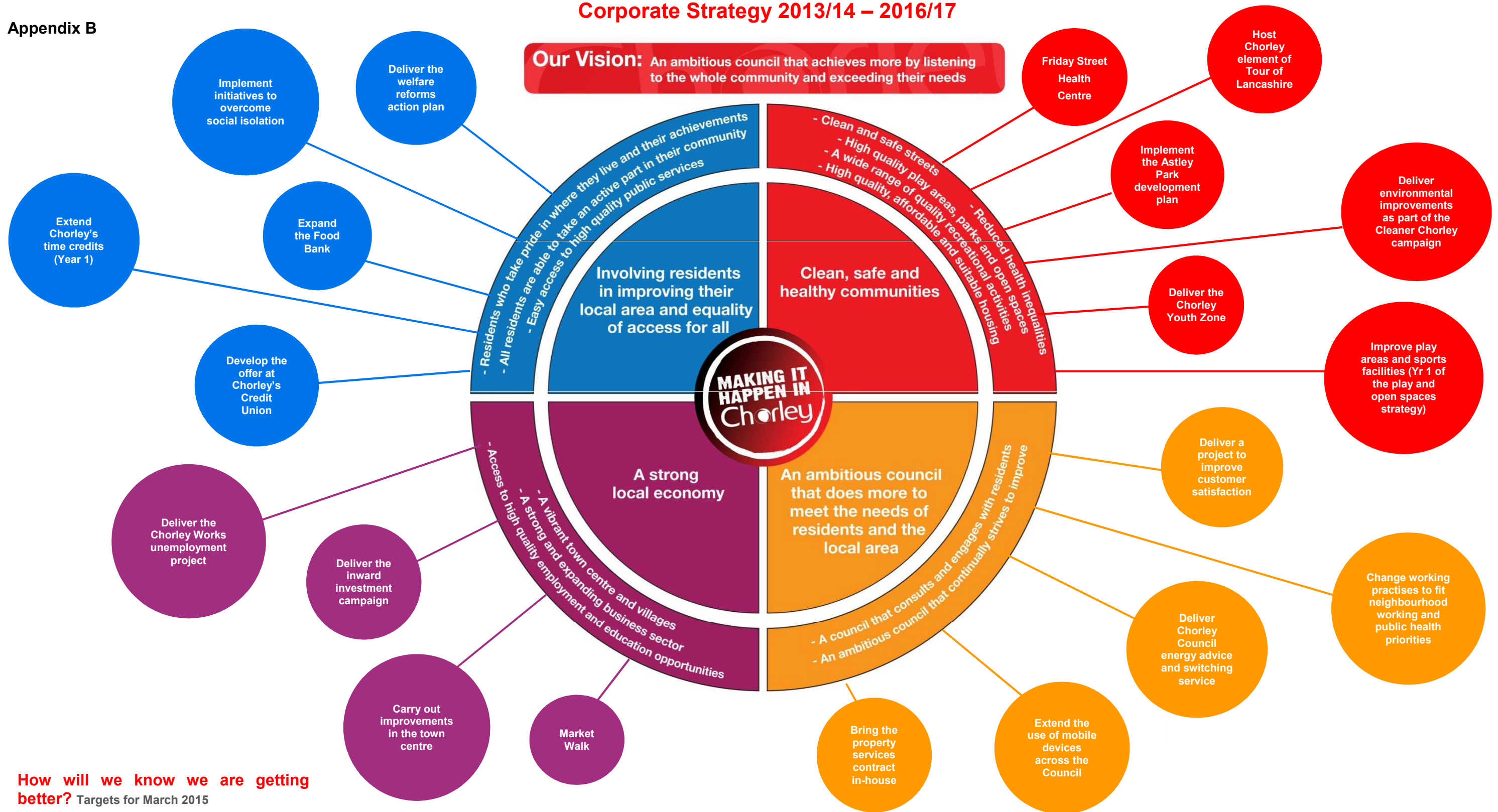
GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Victoria Willett	5248	5 November 2013	Corporate Strategy Council Report

Appendix A – 2012/13 Corporate Strategy projects position statement

Project	Position
Implement improvements to neighbourhood working	Complete – to become business as usual
Develop volunteering in the Borough	Complete – new actions included in 2013/14 Corporate Strategy
Working Together With Families	Complete – to become business as usual
Launch the civic pride campaign	Complete – to become business as usual
Introduce local solutions to address homelessness	Complete – this work will continue as business as usual including the pilot single homelessness initiative work.
Develop and deliver a scheme to increase housing standards	Complete – to become business as usual
Friday Street health centre	Ongoing – actions included in 2013/14 Corporate Strategy
Chorley Sports Village	Complete – actions included in 2013/14 Corporate Strategy
Tackling fuel poverty	Complete – although more work will be undertaken through the Keep Warm and Well this Winter campaign, the new corporate strategy project and potentially a further round of collective energy purchase.
Deliver a project to improve productivity of Council services	Complete
Produce an inward investment plan	Complete – actions included in 2013/14 Corporate Strategy
Implement a joint employment support initiative with Runshaw College	Complete – year 2 to be delivered within business as usual in 2013/14
Develop town centre masterplan	Complete – actions included in 2013/14 Corporate Strategy
Trial re-opening of Market Street	Anticipated completion - November 2013
Develop a Chorley Youth Council now young ambassador programme	Currently rated amber although initial plans in place with project scheduled to complete in early 2014.
Improving access to services	Scheduled to complete April 14
Migrate services to front office	Scheduled to complete April 14
Deliver affordable homes through the use of Council assets	This project is on track to deliver properties in 2014, and work will continue to identify new ways of delivering additional affordable units.
Produce a development plan for Astley Park	Plan to be approved December 13
Implement a programme to support the expansion of local businesses	On track to complete and achieve all targets by Jan 14



How will we know we are getting better? Targets for March 2015

- % of people satisfied with their neighbourhood as a place to live, Target: 85%
- % of people who regularly participate in volunteering, Target: 25%
- % of people who feel that they cannot influence decision making in their local area, Target: Less than 50%
- The number of SOA's in the worst 20%, Target: 8
- % of the population with NVQ level 3 and above, Target: 50%

- The number of town centre visits, Target: 37,500
- Median workplace earnings in the borough, Target: Better than the North West average
- Overall employment rate, Target: 80%
- Number of jobs created through targeted interventions, Target: 100
- Number of jobs created through inward investment, Target: 50
- Number of working age people on out of work benefits, Target: Better than national average
- The % of 16-18 year olds not in education, employment or training, Target: 5%
- Growth in business rate base, Target: 3% increase
- % of businesses ceasing to trade, Target: Better than the North West Average

- % of the population satisfied with street cleanliness, Target: 65%
- % of the population feeling safe during the day, Target: 90%
- % of the population feeling safe during the night, Target: 70%
- % of domestic violence detections, Target: 70%
- Number of visits to leisure centres, Target: 1,000,000
- Number of young people taking part in 'Get up and Go' activities, Target: 15,000
- % of the population satisfied with parks and open spaces, Target: 75%
- Number of affordable homes delivered, Target: 300 (by 2016/17)
- Number of homelessness preventions and reliefs, Target: 200 per annum
- Number of long term empty properties in the borough, Target: Reduce to 195

- % of households living in fuel poverty, Target: Better than North West average.
- % of residents satisfied with the way the council runs things, Target: 65%
- % of residents who feel that the Council provides value for money, Target: 55%
- % of customers dissatisfied with the service they have received from the council, Target: Less than 20%