

Report of	Meeting	Date
Chief Executive	Chorley Liaison	21 Oct 2015

CHORLEY COUNCIL'S CORPORATE STRATEGY REFRESH

PURPOSE OF REPORT

- To update and consult Members of the Chorley Liaison Committee on the refresh of the Council's corporate strategy.

RECOMMENDATION(S)

- That the report is noted.

EXECUTIVE SUMMARY OF REPORT

- This report provides an overview of the process involved in refreshing the corporate strategy, and an overview of the existing projects and measures.

Confidential report Please bold as appropriate	Yes	No

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

BACKGROUND

- The Corporate Strategy provides a clear statement of what the council aims to achieve over a three year period. The strategy sets out not only the council's vision, priorities, and long term outcomes, but also how we will measure our achievements and those key projects which will be delivered over the year ahead.
- Each year the corporate strategy is reviewed and refreshed, with any changes being presented for approval to Policy Council in November.
- This report provides a summary of the refresh process, and an update on the delivery of the current key projects and performance measures.

THE CORPORATE STRATEGY REFRESH PROCESS

8. This annual process usually starts around June time with the development of a big issues paper. This paper sets out the context and issues which Members should be aware of when considering making any changes to the Corporate Strategy.
9. This year, some examples of the issues and context which were identified within the report include:
 - a. the expected budget gaps which the council and its partners are facing over the next few years,
 - b. the increasing in demand for public services, linked to an increasing population and particularly increasing elderly population.
 - c. the need to consider the findings of the Commission on the future of public services.
 - d. Our commitment to working with our partners to reform public services in Chorley.
 - e. (Potential) changes to business rate retention; and
 - f. Further demographic context regarding health, economy and employment, deprivation and debt.
10. This report is presented to the administration and is used as a basis to discuss whether any changes should be made to the vision, priorities or long term outcomes. Once an informal agreement has been made on these, then work starts on reviewing the key projects and measures.
11. While the corporate strategy is set over a three year period, the projects usually only span 12-18 months and therefore the biggest change in the strategy each year, will be to refresh the projects.
12. This will be done by firstly reviewing the delivery of the existing projects, to ensure they achieved what they set out to, and to consider if any of them should be carried over. The next step is for members of the administration to consider any gaps in terms of delivery against the priority areas, and propose new projects.
13. Any proposed new projects are then discussed with senior officers to understand what could be delivered and to consider any cost implications. These are then discussed again by the administration, with some projects being selected to be included in the corporate strategy, others being suggested for inclusion in the council's organisational plan, and others discounted.
14. The final step is to review the measures and targets. The strategy currently includes 31 performance measures that will be monitored and reported against in order to demonstrate how well we are doing in achieving the priorities and long term outcomes.
15. There are usually only minor changes to the measures each year, which tend to be around making targets more challenging, particularly where performance has consistently exceeded existing targets, or to add a new measure linked to a new projects or a change in a priority or long term outcome.

CONSULTATION AND RESIDENT SATISFACTION

16. Every year we consult residents as part of the corporate strategy refresh and budget setting process on the council priority areas and every 2-3 years we also do a more comprehensive residents satisfaction survey.

17. Most recently a resident survey was undertaken in August 2015 to gather the views of residents about; satisfaction with the council; how they contact the council, views of public services (to support unitary council work) and preferences when planning a day out (to inform the tourism campaign). The survey comprised of a postal survey sent to around 3,000 households and online survey to a database of approx. 12,000 email addresses. 1,299 responses were received and these have been weighted to make the results representative of the borough population.
18. These responses will be presented together with the updated Corporate Strategy at Policy Council in November.

PROJECT AND PERFORMANCE UPDATE

19. This section provides an overview of the existing key projects and performance measures. There are monitored quarterly by Executive Cabinet, with the next monitoring report, covering quarter 2 (July – Sept) due to be taken to the meeting in November.
20. The table below provides a high level summary of each of the projects and its status at the end quarter 1.

Improving residents in improving their local area and equality of access for all		
1. Digital access and inclusion	<p>Digital inclusion is the ability of individuals and groups to gain the benefits of information and communication technologies in order to enhance their access to public services and their quality of life.</p> <p>This project involves the delivery of eight specific actions with the aim to ensure that everyone in the borough can get online, do more online and benefit from being online. In summary these actions include:</p> <ol style="list-style-type: none"> 1. Raising awareness of online access and technology; 2. Examine options to deliver technology to hard to reach groups; 3. Examine options to provide low cost equipment to non-profit groups. 4. To work with other organisations to provide public access to technology in high need locations. 5. Develop a directory of free public access points across the borough; 6. Deliver the Council's digital strategy – improving the Council's online services; 7. To work in partnership with other agencies to develop the skills of welfare benefits claimants to enable them to claim online. 8. To work with other organisations develop options for providing training in the use of computers to events for the public 	Green
	The aim of this project is to better understand community needs and to work with partner agencies, such as Police, Fire Rescue, LCC, Health and housing providers to coordinate, integrate and deliver services at a local level when it is appropriate.	Green

<p>2. Development and delivery of community action plans</p>	<p>The four community action plan areas have been identified as Clayton Brook, Chorley East, Astley and also Rural.</p> <p>In each case the community action plan will identify priorities for each area, including the need, use, and requirements for community facilities, transport infrastructure, CCTV, crime and policing, health and wellbeing of communities and improvements to local service centres.</p>	
<p>3. Implement a Working Together with Families Employment scheme.</p>	<p>This project will deliver a scheme to engage with residents who are more removed from employment with the aim to incentivise them to participate into routes into employment. Once engaged residents would be further supported through existing unemployment programmes such as Chorley Works.</p> <ul style="list-style-type: none"> • The project will be delivered in partnership with LCC, CCH and DWP. • LCC and DWP have together identified 140 families who would potentially benefit from the scheme and who are not currently participating in routes to employment 	<p>Green</p>
<p>4. Chorley Flower Show</p>	<p>Following on from Chorley's successes in both the Britain in Bloom and North West in Bloom awards, this project will see the creation of a flower show in Chorley.</p> <p>The Chorley flower show will follow on from the RHS Chelsea Flower show, where we aim to present an exhibit which can then be brought back and incorporated into the Chorley Flower Show.</p> <p>The intention is for this to become an annual event to rival other well know flower shows which will draw in people from across the region and beyond, and support local businesses.</p>	<p>Green</p>
<p>A strong local economy</p>		
<p>5. Deliver improvements to Market Street</p>	<p>Improvements to the Southern end of Market Street have recently been completed. This project will now look to replicate this work on the Northern end of the street and will include creating a shared pedestrian and vehicular thoroughfare with landscape enhancements and improvements to crossings for pedestrians and cyclists.</p> <p>The scope of this project is the design and creation of plans for changes to the public realm areas and the delivery of these plans.</p>	<p>Amber</p>

<p>6. Progress key employment sites</p>	<p>Creating jobs for local people is one of the Council's top priorities and developing land as employment sites has the potential to create thousands of jobs for local people.</p> <p>The scope of the work will include undertaking site investigations and assessments, preparing master plans, establishing stakeholder groups and preparing planning applications of the following sites:</p> <ul style="list-style-type: none"> • Group 1 (Land at Buckshaw) • Cowling farm • Southern Commercial • Euxton Lane 	<p>Amber</p>
<p>7. Increase visitor numbers to Chorley</p>	<p>A programme of work will be developed to improve Chorley's tourism economy. This is likely to include carrying out a comprehensive marketing campaign to promote Chorley's assets and excellent location, and may also include establishing a tourism forum involving a wide range of businesses from the sector.</p> <p>It will also include delivery of the 2015 events programme, which will include the continuation of key events such as Picnic in the Park and Chorley Live, the expansion of newer events such as the What's your story, Chorley? word festival, together with the addition of a number of new events, including a national cycle race, which will aim to bring in even more people to Chorley.</p>	<p>Green</p>
<p>8. Progress plans to extend Market Walk</p>	<p>The scope of this project would be to develop the current proposals in more detail, and develop them into a planning application (This will include addressing parking and other issues). In parallel with this work, we will continue to generate retail and leisure interest in the development. The aim of the project will be to achieve planning permission for the development, pre-let agreements for 65% of the development and be able to present a financially viable scheme which will bring a new quality offer to the town centre to Full Council by Summer 2015.</p>	<p>Green</p>
<p>Clean, safe and healthy communities</p>		
<p>9. Destination Play area Astley Park</p>	<p>This work is part of the Astley 2020 five year development plan to improve facilities and develop the offer at Astley Hall and park.</p> <p>This project will deliver a themed play space with sections for younger and older children, plans have been approved by council and it is intended that work will begin in the next few months.</p> <p>The new play space will be located at the side of the Pavilion and the current small play area and will consist of –</p> <ul style="list-style-type: none"> • a theme of Royalists and Roundheads, with links to 	<p>Complete</p>


	<p>Astley Hall, where it is believed Oliver Cromwell once stayed.</p> <ul style="list-style-type: none"> • will be based on the concept of a castle ruin with natural stone to form 'rooms' which will be linked to footpaths • play equipment will be spaced throughout and will include slides, climbing stacks, zip wires, swings, a hip-hop see-saw, balance trails and a wall tower amongst many other things <p>Work is expected to begin on site in November with a view to the destination play area being finished in spring 2015.</p>	
<p>10. Deliver improvements to Rangletts recreation ground</p>	<p>This project is part of a larger programme of work to improve play areas and sports facilities throughout the Chorley borough. The programme of work aims to support and promote the health and wellbeing of residents providing opportunities for people of all ages to undertake physical activity in the natural environment.</p> <p>The project will deliver major improvements to the Rangletts recreation ground including a multi-use games area, extended play facilities, allotment space and improvements to the footpaths and lighting. A skate and BMX park is also being developed to meet the needs of older children, an element that was identified following consultation with local families.</p> <p>The £45,000 project is being funded as part of contributions from the nearby Eccleston Park and Duke Street housing developments. Work is expected to begin in the next few months and will be done in phases to ensure that there is minimal disruption to the park.</p>	<p>Green</p>
<p>11. Develop and agree plans for delivery of the Friday Street Health Centre</p>	<p>This project involves a programme of work to facilitate the delivery of the Friday Street Health Centre. This work includes the commissioning and delivery of a feasibility study on the centre. The commissioning and delivery of a health impact assessment on the centre itself and services that are to be located within the centre. The project will also involve a piece of work in order to gain commitment and support from the Clinical Senate and the development of a business model and financial sustainability plan. The project will aim to move towards planning application by Summer 2015.</p>	<p>Amber</p>
<p>12. Establish a business case and model for an Extra Care scheme</p>	<p>Extra care is accommodation which is designed to meet the needs of older people and those who are vulnerable. The scheme provides 24 hour domiciliary services enabling customers to retain the ability to live independently. A preference to introduce extra care housing into the town centre was identified whilst developing the town centre and Fleet Street master plan.</p>	


	<p>The scope of the project is to establish a business case and model for providing an Extra Care scheme in Chorley and will include working with health partners and the HCA to explore the feasibility. The scope does not include the development of the building.</p> <p>Expected outcomes by the end of 2016 include an agreed model, proposed costing and scheme in place including a bid for funding and an agreed way forward with partners.</p>	Complete
13. Explore alternative ways of providing home ownership	<p>This project will look at the existing issues relating to home ownership in particular delivering low cost and shared ownership and explore alternative means of providing home ownership in Chorley.</p> <p>The project will include reviewing the Council's Affordable Housing Policies, and exploring a new model of housing delivery which enables residents of Chorley on low incomes to access home ownership.</p>	Green
14. Delivery of an improved CCTV provision	<p>Chorley's CCTV system is aimed at preventing and detecting a wide range of crimes helping to protect residents, the environment and the people who work and visit the borough. The system is solely owned and operated by the council.</p> <p>In January 2014 the Council's Overview and Scrutiny Committee established a task group to investigate the Council's CCTV service; following this a number of recommendations were made by the group on CCTV infrastructure.</p> <p>The recommendation presented to Executive Cabinet on 23rd October 2014 is that a phased capital work programme is implemented to upgrade the current CCTV infrastructure, including a capital budget of £250,000 to fund the capital works over a period of three years. Options to be explored include outsourcing, subscription and Parish Council contributions to the CCTV infrastructure upgrade. Consideration is also to be given to any new system and equipment being compatible with wider local authority services.</p> <p>This scope of this project will be the procurement and delivery of an improved CCTV infrastructure to meet the needs of residents and improve feelings of safety across the borough.</p>	Green
Ambitious council that does more to meet the needs of residents and the local area		
15. Improve the functionality of online services	<p>This is phase 2 of the development of the external web site to improve functionality and increase the number of customer contact and requests through digital channels.</p> <p>Scope:</p> <ul style="list-style-type: none"> • Review of Capita contract 	


	<ul style="list-style-type: none"> Improved website functionality Increased availability of self-service options or other alternatives Introduce online applications for all services Default approach to be on providing digital access to services and information for customers 	Green
16. Investigate future business models for public services in Chorley	<p>This project will investigate how we can make public services in Chorley sustainable over the longer term.</p> <p>The work will involve looking at options for delivering public services in the borough and will include testing the viability of a unitary model and other models identified as part of this work.</p>	Green
17. Deliver the Chorley Public Service Reform Board work plan	<p>The board has a clear focus on how organisations can collectively deliver high quality public services to the public efficiently and effectively ensuring a better service for communities and better outcomes and value for residents.</p> <p>The board has a number of work streams to deliver over the next year including assets, data sharing, joint commissioning and integrated wellbeing services.</p> <p>This provides an opportunity to transform the way public services are delivered locally and to explore public service integration, particularly around health and wellbeing. The work of the Board is jointly funded by Chorley and South Ribble Clinical Commissioning Group, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust and Lancashire County Council.</p>	Green
18. Continue to explore options to deliver the Chorley Youth Zone	<p>This project will move into its second year, work completed to date includes specifying what facilities, services and partners will operate from the Youth Zone.</p> <p>Moving forward the project will now focus on the location of the Youth Zone, exploring alternative sites and different delivery models with partners.</p>	Green

21. The table below shows the performance of the corporate strategy measures which could be measured at the end of quarter 1.

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 1	Symbol
Overall employment rate	Bigger is better	80%	78.1%	

Number of projected jobs created through targeted interventions	Bigger is better	25	35	★
Number of projected jobs created through inward investment	Bigger is better	12	3	▲
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	4.8%	3.8%	★
The number of visits to Council's leisure centres	Bigger is better	250,000	282,902	★
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	3,750	10,830	★
Number of Homelessness Preventions and Reliefs	Bigger is better	50	192	★
Number of long term empty properties in the borough	Smaller is better	195	202	●
% of customers dissatisfied with the service they received from the council	Smaller is Better	20%	18.5%	★

22. The following table lists the remaining corporate strategy indicators;

Measure	Target	Comment
% of people satisfied with their neighbourhood as a place to live	85%	Measured through the resident satisfaction survey
% of people who regularly participate in volunteering	25%	Measured through the resident satisfaction survey
% of people who feel that they cannot influence decision making in their local area	Less than 25%	Measured through the resident satisfaction survey
The number of SOA's in the worst 20%	8	Update on the Indices of Multiple Deprivation published Sept 15.
% increase in digital access points across the borough	Baseline	New indicator
The number of town centre visits	37,500	Measured annually at the end of each year
Median workplace earnings in the borough		Measured annually at the end of each year
Number of working age people on out or work benefits	Better than the national average	Measured annually at the end of each year
Growth in business rate base	2% increase	Measured annually at the end of each year
% of businesses ceasing to trade	Better than the North West average	Measured annually at the end of each year
Number of employment sites being brought forwards	2	Measured annually at the end of each year
Increase in visitor numbers	Baseline	New indicator
% of the population satisfied with street cleanliness	65%	Measured through the resident satisfaction survey

% of the population feeling safe during the day	90%	Measured through the resident satisfaction survey
% of the population feeling safe during the night	70%	Measured through the resident satisfaction survey
% of the population satisfied with parks and open spaces	75%	Measured through the resident satisfaction survey
Number of affordable homes delivered	300 by 16/17	Measured annually at the end of each year
% of households living in fuel poverty	Better than the NW average	Measured annually at the end of each year
% of residents satisfied with the way the council runs things	65%	Measured through the resident satisfaction survey
% of residents who feel that the Council provides value for money	55%	Measured through the resident satisfaction survey
% of service request received online	Baseline	New indicator

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. None.

COMMENTS OF THE MONITORING OFFICER

25. None.

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Huddleston	5779	09/10/15	Report to Chorley Liaison Committee