

Report of	Meeting	Date
Assistant Chief Executive, Policy & Performance (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	04/10/07

THE ANNUAL REFRESH OF THE CORPORATE STRATEGY 2007/08 – 2009/10

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2007/08 – 2009/10.

RECOMMENDATION(S)

- That the changes to the Corporate Strategy be approved in line with the rationale detailed below and that the refreshed Corporate Strategy be agreed as the key strategic document for the authority.

REASONS FOR RECOMMENDATION(S)

- The Corporate Strategy is at the heart of the Council's corporate business planning process and is a key driver for delivering Chorley Council's vision, priorities and strategic outcomes. In line with the corporate business planning process, the three-year Corporate Strategy is reviewed and refreshed on an annual basis and where appropriate changes are recommended including the introduction of new key projects which will 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	✓	Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

BACKGROUND

6. The Corporate Strategy is the highest-level document for the Council. It is put together against the backdrop of the Community Strategy and the Local Area Agreement, providing a clear statement at the highest strategic level of what the Council wants to achieve over the next three years. It sets out the Council's vision, priorities and strategic objectives, but also how we will measure our achievements, and the key projects, which we will be delivering in the short to medium term.
7. All other strategies should be aligned with the priorities and strategic objectives set out in the Corporate Strategy. As such the Corporate Strategy is a key document for the authority and it is key that it is fit for purpose and deliverable.
8. The current Corporate Strategy 2006/07 – 2008/09, was last reviewed in Autumn 2006 and approved by Council in December 2006. Since that time the Council's corporate business planning process has been reviewed and strengthened and as a consequence, the Council has committed to reviewing the Corporate Strategy on an annual basis commencing each Summer with a view to agreeing and publishing a new Corporate Strategy in October each year, see the business planning process, appendix A.
9. The Corporate Strategy has been refreshed following a series of consultation and development sessions involving Councillors, Strategy Group, directors and relevant officers. In addition it takes into account a number of influences, the main ones being the lessons learned from the delivery of the strategy in 2006/07, the refresh of the Sustainable Community Strategy, and the 'Big Issues' currently facing the Council. A copy of the refreshed Corporate Strategy is attached to this report in appendix B.

REVIEW OF PERFORMANCE IN 2006/07

10. 2006/07 was the first year of our new ambitious and focused Corporate Strategy. The 'plan on the page', described as 'fantastic' by the IDeA, provides a succinct overview of our vision and objectives, with direct links to clear measures and targets, long term outcomes and key projects.
11. 2006/07 was also the first time that key projects were identified as part of the Corporate Strategy, as a key mechanism for delivery. Overall the performance has been excellent with 95.5% of the 44 key projects either completed or progressing ahead of plan or on plan, delivering outcomes such as the housing stock transfer, 0% council tax increase, and achieving Investors In People,.
12. The identification of the key projects has been successful in helping us focus on key areas of work to make sure we target our priority areas and deliver real outcomes and benefits to our customers, and ultimately achieve our objectives as set out in the Corporate Strategy.
13. In respect of the measures within the Corporate Strategy, performance around those elements of the Corporate Strategy over which we have direct control is good with 73% hitting or exceeding target.
14. For example town centre visits for 2006/07 totalled 35,947, which is 667 more than the 2009 target of 35,280. In addition we have already met one of our long-term outcomes to have average earnings in line with the county average with median workplace earning in the borough now 1.4% above the Lancashire average. Previously we were 3.2% below the county average.

15. With regards to our performance in delivering the strategic objective “improved access to public services” we saw 98% satisfaction in the service received in our contact centre and an increase in the number of appropriate services available via self serve, to 65% which was 15% above target.
16. In 2006/07 a number of projects focused on achieving safer communities, these included a project to pilot innovative ways to reassure our communities, as well as a project to deliver key actions in the Community Safety Strategy. These projects have in turn lead to us exceeding 2009 targets for the measures of improving feelings of safety during the day, and improved feelings of safety during the night.
17. Finally against our strategic objective to “ensure Chorley is a performing organisation” we have again exceeded targets for 2009 for the measures ‘% of priority BVPIs in the upper quartile’ and the ‘ % of priority BVPI’s improving’.
18. Despite the positive examples above we realise there are areas where we can improve, and as such the following points have been considered as part of this refresh:
 - The number of key projects should be reduced.
 - There must be at least one key project addressing each of the long-term outcomes.
 - Project and measures should not be included if they are out of our control.
 - Measures and targets should be developed along side the key projects to ensure they are relevant to the key projects so the measures can be used as evidence of progress.
 - Clearly defining projects which:
 - Support our strategic objectives
 - Have a definite start and end point
 - Are deliverable within a 12-18 month time scale

THE SUSTAINABLE COMMUNITY STRATEGY

19. Following consultation with partners the Community Strategy is also being refreshed, and is due to be approved by the LSP Executive on the 10th October 2007.
20. The majority of the Community Strategy priorities have remained the same however the main difference is that a new priority to address climate change has been adopted in line with other refreshed LSP sustainable community strategies.
21. Prior to the refresh, each of the Community Strategy priorities were mirrored in our Corporate Strategy’s strategic objectives. As such the change to the Community Strategy priority has been reflected in the Corporate Strategy refresh by including a new strategic objective to ‘ Develop Local Solutions to Climate Change’.
22. Together with a long-term outcome of reducing the Councils environmental footprint and a key project and measures around climate change they echo changes in the Community Strategy and maintain the golden thread.
23. To allow for this new priority without increasing the overall number of strategic objectives, we have retained ‘Involving People in their Communities’ as a strategic objective, and ‘improved access to public services’ has been retained and expressed as a long term outcome under this objective in line with the approach taken by the Community Strategy.

THE 'BIG ISSUES'

24. As part of the improved Corporate Business Planning Process a "Big Issues" paper is now produced annually to identify the main strategic issues facing the Council over the subsequent year, and to inform future strategic and service planning. As part of this the following key issues have been identified:
- Citizen engagement
 - Improving front line universal services
 - Regeneration
 - Use of resources and attracting and retaining high quality staff
 - Climate change
25. Each of these issues have been addressed in the refreshed Corporate Strategy. For example the new key projects to implement the Chorley BPA blueprint and undertake customer profiling are all about improving front line services to our citizens, while the workforce plan and associated measures is proposed to address the issue of attracting and retaining high quality staff.

SUMMARY OF CHANGES

26. Naturally it is important that the vision and priorities remain constant, as these set out our medium term ambitions, therefore these have remained the same.
27. However as detailed above a new strategic objective to develop local solutions to climate change has been included in order to continue to mirror the Community Strategy, as well as addressing what is a 'hot topic' nationally, as well as an identified 'big issue' for us locally.
28. This has led to some minor changes to two of the existing strategic objectives, as well as some minor changes to long-term outcomes.
29. The majority of the changes are to the measures and the key projects.
30. The re-freshed strategy contains 30 key projects. Three key projects from 2006/07 are still on-going and have been carried forward e.g Establish a Choice Based Lettings Scheme, Improve the Council's CPA Score and Develop a Sustainable Resources Development Plan. A further eight key projects have also been included which are more explicit as to the work that will be undertaken in the next 12-18 months to either take forward delivery of key strategies or longer term action plans highlighted in the previous plan e.g deliver Market Walk Phase 2 – linked to the Town Implementation of the Town Centre Strategy. In addition, there are 19 new projects that will assist in the achievement of our long-term objectives.
31. The existing 38 measures have been reviewed to ensure they more clearly linked to both the key projects and the long-term outcomes. As such, a few measures which did not link to either a long term objective, a key project, or were no longer relevant have been removed, and 20 new measures have been introduced, including a selection of measures from the baskets of measures which were developed last year as part of the strategy. This now gives a total of 47 measures with targets (an increase of 9 measures)
32. We will start monitoring against the new strategy in the third quarter performance report in January 2008.

IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal			

COMMENTS OF THE DIRECTOR OF FINANCE

34. The Medium Term Financial Strategy (MTFS) is currently being refreshed and will take account of the refreshed Corporate Strategy to ensure delivery of the Council's priorities are supported.

LESLEY-ANN FENTON
ASSISTANT CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Ostapski	5779	18 th September 2007	CS Refresh 2007

BUSINESS PLANNING PROCESS

- Contextual
- Decision Making
- Planning
- Monitoring

