

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Special Council	4 th November 2008

REFRESH OF THE CORPORATE STRATEGY 2008/09 - 2010/11

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2008/09 – 2010/11.

RECOMMENDATION(S)

- That the changes to the Corporate Strategy 2008/9 be approved in line with the rationale detailed below.

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 in the light of any internal and external developments 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 to support achievement against outcomes and targets 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:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organisation	✓

BACKGROUND

6. The Corporate Strategy provides a clear statement at the highest strategic level of what the Council aims to achieve over the next three years. The Corporate Strategy is developed against the backdrop of the Sustainable Community Strategy, the Local Area Agreement 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 from 2008-2011, 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 2009.
7. Following the strengthening of the corporate business planning process the Council has committed to review the Corporate Strategy on an annual basis commencing each Summer with a view to agreeing and publishing a new Corporate Strategy in October/November each year, see the business planning process, appendix A. The current Corporate Strategy 2007/8 – 2009/10 was last reviewed in Autumn 2007 and approved by Council in October 2007.
8. The Corporate Strategy has been refreshed following a series of consultation and development sessions involving Councillors, Strategy Group and relevant officers. The refresh takes into account a number of influences, the main ones being the 'Big Issues' currently facing the Council, lessons learned from the delivery of the strategy in 2007/08, the new Local Area Agreement for Chorley from 2008-2011 and the introduction of the new National Indicator set of performance measures.
9. A copy of the refreshed Corporate Strategy is attached to this report in appendix B.

PERFORMANCE IN THE CORPORATE STRATEGY 2007/08

10. Detailed analysis of performance in the Corporate Strategy 2007/08 will be included in the Quarterly Performance Report to Executive Cabinet in November.
11. Overall, there has been strong performance in delivering the Corporate Strategy over the last year. The performance at the end of the 4th Quarter 2007/8 where 70% of key measures performed at, or above target, is being maintained. While many measures have changed, the final figure at the time of the refresh (end of September 2008) on those measures which it is possible to report on following the adoption of the new National Indicator set stands at 70% performing at, or above, target. 87% of the key projects included in the 2007/8 Corporate Strategy were either completed or on track by the end of September 2008, just short of the Council's target of 90%.
12. The previous Corporate Strategy identified 31 Key Projects. 20 of the key projects have been completed, one project 'Deliver Market Walk Phase II' has not been delivered due to the developer RREEF and the Council being unable reach a financially viable agreement and the effects of the economic downturn. The remaining 10 projects will be carried forward into the 2008/9 Corporate Strategy, as they will be completed in 2008/9. The majority (seven) of the continuing projects are rated as 'Green' meaning that they are on track. A further three projects are rated 'Amber' due to issues with changes in timescales but are still expected to be successfully delivered. This situation is reported in more detail in the 2nd Quarter performance report in November.

SUMMARY OF PROPOSED CHANGES TO THE COUNCIL'S STRATEGIC VISION AND PRIORITIES AND OBJECTIVES

13. This will be the third year of the three-year Corporate Strategy which commenced in 2006/07. It is important that the vision and priorities remain fairly constant, as they set out the Council's medium term ambitions. It is therefore proposed that the format of the strategy and priorities remain largely unchanged to allow for continuity.
14. The current format has been well received and is well understood by both members and officers and radical change at this stage could undermine the progress made. Our approach has also been commended by the I&DeA and the Council's strategic clarity was praised in the recent CPA. The current strategic objectives are also directly aligned to those of the recently refreshed Sustainable Community Strategy so a 'Golden Thread' remains in place. However, several changes are proposed to reflect achievements made and changes in focus for the Council.

PROPOSED CHANGES TO THE VISION

15. It is proposed that the original Vision "*The Council's ambition is for Chorley to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit*" be changed to reflect achievements thus far since the development of the current Corporate Strategy in 2006 to represent a more stretching aspiration for the borough.
16. It is proposed that the new wording be "***The Council's ambition is for Chorley to be recognised as the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit.***"

PRIORITIES

17. There are no proposed changes to the current priorities.

PROPOSED CHANGES TO THE STRATEGIC OBJECTIVES

18. The following wording changes are proposed:
 - **Strategic Objective 1** - '*Put Chorley at the heart of economic development in the central Lancashire sub-region*' to be replaced with '***Strengthen Chorley's economic position in the central Lancashire sub-region.***' This will align the Corporate Strategy with the regional spatial strategy, recognise Chorley's position within the Local Development Framework and reflect our relationship to Preston and Leyland as part of a wider city region.
 - **Strategic Objective 5** '*Develop the Character and feel of Chorley as a good place to live*' has been replaced with '***Develop the Character and feel of Chorley as a great place to live***' to compliment the revision to the wording of the Council's vision.
 - **Strategic Objective 6** '*Ensure Chorley Council is a performing organisation*' has been changed to '***Ensure Chorley Council is a consistently top performing organisation***' to reflect the significant achievements and improvements in performance made since 2006/7, namely the re-categorisation by the Audit Commission from 'Fair' to 'Excellent' council.

PROPOSED CHANGES TO THE LONG TERM OUTCOMES

19. Several minor changes are also proposed in relation to the long term outcomes expressed in the Corporate Strategy. These are:
- **Outcome 1.2** *'A thriving town centre'* is to be expanded to include **'other services areas'** to reflect the importance of the borough's other outlying settlements.
 - **Outcome 1.3** *'Average earnings in line with the county average'* is to be removed and replaced with two related outcomes below:
 - **New Outcome 1.3** *'Preserve jobs in the borough'* to reflect the Council's role in helping to maintain business and employment in the borough through the economic downturn.
 - **Outcome 1.4** *'Create and maintain Higher Value Added jobs in the borough'*. The rationale being to reflect the fact that average incomes in Chorley have now risen above the Lancashire average, however average workplace earnings are lower and some 48% of residents commute out of the borough to work. In the longer term this new outcome reflects the need for the Council to ensure high quality employment is available within the borough.
 - **Outcome 3.1** *'Improved access to public services'* is also to be moved under the priority of 'Performance' section and become outcome 6.5 along with related measures and projects.
 - A new long-term **Outcome 3.2** has been added in its place: *'Increase the level of volunteering in the borough,'* in line with the new Lancashire LAA and the Chorley Community Strategy.
 - A new long term **Outcome 4.3** has been added *'Seek to Protect the local natural environment and improve biodiversity'* also in line with the new Lancashire LAA.
 - **Outcome 5.3** *'There will be a balanced housing market'* is to be replaced with a related outcome *'There will be a range of housing tenures that address community needs'*, a more accurate reflection of the desired outcome for the borough.

MEASURES

20. The 2007/8 Corporate Strategy contained 47 measures and targets. The refreshed Strategy for 2008/9 contains slightly fewer, with a total of 43 measures. Of the 43, 24 are existing measures or comparable to measures in the 2007/8 strategy.
21. The key driver for change to the measures has been the replacement of the Best Value Performance Indicators with the new National Indicator Set. This has necessitated the removal of some key Corporate Strategy measures and their replacement with appropriate new NIs from the reduced list of 198. Where appropriate, National Indicators identified as a priority for Chorley in the Local Area Agreement for Lancashire from 2008-2011 have also been included in areas where the Council can have an impact.

KEY PROJECTS

22. 33 projects have been identified for inclusion in the refreshed document. 23 are new projects and 10 are longer term existing projects which have been carried forward from last years document, as they are expected to complete in 2009. Some ongoing projects have minor wording changes to reflect developments since 2007. The projects are clearly defined, support the strategic objectives set out in the corporate strategy, have a definite start and end point, are deliverable within a 12 to 18 month period and are within the council's control. In addition to the day to day business of the Council, each of the long-term outcomes in the strategy is addressed by at least one key project and many projects will have a positive impact upon several outcomes.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE CORPORATE DIRECTOR OF PEOPLE

The refreshed Corporate Strategy supports improving outcomes for people and several of the key projects will improve the service the Council provides to customers.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

The Medium Term Financial Strategy (MTFS) will be refreshed to take account of the updated Corporate Strategy to ensure delivery of the Council's priorities is supported. The bulk of the projects will be resourced from current resources. Any need for additional budget will be dealt with through the 2009/10 budget cycle.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

The refreshed Corporate Strategy supports achievement of the Council's Equality Scheme. All projects will be Equality Impact Assessed and several of the projects will focus on tackling inequality and addressing service delivery and quality of life issues for our seven strands of diversity.

LESLEY-ANN FENTON

ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Wilkinson	5248	23rd October 2008	Corporate Strategy Refresh 2008

