

REPORT TO	ON
SCRUTINY BUDGET AND PERFORMANCE PANEL	14th September 2020



TITLE	PORTFOLIO	REPORT OF
Corporate Strategy 2020/21 - 22/23	Councillor Paul Foster	Interim Chief Executive

<p>Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)</p> <p>Is this report on the Statutory Cabinet Forward Plan?</p> <p>Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council? This should only be in exceptional circumstances.</p> <p>Is this report confidential? If Yes, insert details of the relevant exclusion paragraph(s). These are listed in the Constitution Part 4, page 25 (Access to Information Procedure Rules)</p>	<p>N</p> <p>No delete as applicable</p> <p>No delete as applicable</p> <p>No delete and insert details as applicable</p>
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PURPOSE OF THE REPORT

1. To present the draft refreshed Corporate Strategy for 2020/21- 22/23 and seek feedback from members on the proposed projects and performance measures.

RECOMMENDATIONS

2. That Scrutiny Budget and Performance Panel consider and provide feedback on the draft projects and measures to inform further development of the final Corporate Strategy to be presented to Council on the 30th September 2020.

REASONS FOR THE DECISION

3. To ensure that the Corporate Strategy reflects the needs of the borough and that Council resources are directed towards key priorities.

EXECUTIVE SUMMARY

4. The Scrutiny Performance and Budget Panel have previously considered the proposed vision, priorities and long-term outcomes for the refreshed Corporate Strategy. This report provides more details on the proposed delivery activity through 14 priority projects that will take place over the next 12-18 months. To measure performance of the Corporate Strategy a draft revised set of performance measures is presented which should provide a simple set of indicators to track progress and show direction of travel.

CONTEXT AND CHALLENGES

5. The Covid-19 crisis will fundamentally change the lives of our residents and the context in which the council operates. The council has responded swiftly and effectively to protect the borough, providing support to individuals, partners and businesses, however the future remains uncertain with new and emerging challenges including:
 - A. **Empowering people and communities** - Building community resilience to manage the longer-term demand on public services, linking closely to reducing health inequalities and ensuring that we can continue to support the most vulnerable will be vital. The council will need to identify opportunities to engage with residents in new and different ways so that they can contribute to the design of services and development of their borough. This will build on the hugely positive response to Covid-19 through the community hub established under the South Ribble Together brand.
 - B. **Building a strong and inclusive economy** - South Ribble has a robust and growing local economy. Looking ahead, the focus should be on developing infrastructure and delivering projects that will shape the future of the borough. The council has committed to develop the cooperative council model which focuses on maximising the role of the local economy, workforce and assets for social good.
 - C. **Public service reform and partnership working** - Prior to the Covid-19 outbreak it was clear that all partners would need to find radically new ways to work together to meet both financial and demand challenges. Delivering sustainable public services through working collaboratively with our partners and communities will be a critical objective as we learn from the approach to responding to Covid-19. This will mean working as part of an integrated system and measuring performance based on progress towards shared priorities and long-term outcomes.
 - D. **Performance and transformation** - Performance of the council this year has been largely positive with the recent residents' survey now providing a benchmark for future activity. The council must look to continually review its operating model to ensure that it can continue to meet the needs of the borough including the further progression of Shared Services with Chorley Council. This year will focus on embedding Phase 1 shared services and looking towards Phase 2 including the development of a shared digital strategy and business case for the further extension of shared functions.
 - E. **Governance** - While not related to the Covid-19 pandemic, an important development is the Annual Governance Statement (AGS). The AGS has highlighted significant failings in the council's governance framework. These have come to light in work undertaken over the last twelve months, but significant work is required to ensure that improvements continue to be made and can be evidenced to our residents and to our external auditors.

VISION, PRIORITIES AND LONG-TERM OUTCOMES

6. The Corporate Plan has been refreshed with the aim of achieving a concise, streamlined strategy as a clear statement of what the council aims to achieve, focusing on delivery and better outcomes for residents. To support this process, a full 'big issues' briefing was prepared based on local intelligence, statistical data and the results of the residents survey. Member working groups and briefing sessions have been conducted to gather views and feedback.
7. The proposed vision is based on the current version as it remains reflective of the aspirations of the administration and the commitments made when elected. The word 'accountable' has been incorporated to reflect recent governance and transparency improvements.

A healthy and happy community, flourishing together in a safer and fairer borough that is led by a council recognised for being innovative, financially sustainable and accountable.

8. Four strategic priorities are identified along with long term outcomes to articulate what the impact should be for the borough if the strategy is successfully delivered. This provides a simplified framework that highlights the main areas of focus such as running an excellent and transparent Council, building resilient communities, supporting positive mental health and wellbeing for all residents, and a fair local economy.
9. A copy of the refreshed Corporate Strategy is attached as Appendix A as a draft mock-up of an easy to read, visual document.

DELIVERING THE STRATEGY

10. Following approval of the new Corporate Strategy, all council work should be aligned to ensure that resources and investment are targeted to key priorities. In particular, 14 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.
11. 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.
12. The proposed key projects and an overview of what they will deliver is shown below: (project leads to be agreed)

<p>Deliver the Annual Governance Statement action plan</p> <p>AN EXEMPLARY COUNCIL</p>	<p>The project will be to deliver the Annual Governance Statement action plan to ensure a transparent and accountable organisation, including:</p> <ul style="list-style-type: none">• A review of the council's corporate governance policies;• Delivery of governance and ethical awareness training;• Review of the constitution;• Development of a shared performance management framework and business planning process;• Review and update the council's HR policy framework. <p>Activity should be completed by April 2021.</p>
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<p>Transform the way the council operates</p> <p>AN EXEMPLARY COUNCIL</p>	<p>This project will deliver activity to improve the way the council operates to ensure that it is a fit for purpose, modern organisation able to meet the future challenges facing public services. This will include work to:</p> <ul style="list-style-type: none"> • Implement the approved action plans for the future development of phase 1 shared services • Finalise the phase 2 business case and next steps • Develop training and support for staff to ensure that they are fully engaged and at the heart of change
<p>Deliver year one of the joint digital strategy</p> <p>AN EXEMPLARY COUNCIL</p>	<p>South Ribble Council and Chorley Council have committed to developing a joint digital strategy, having identified that this is likely to support the success of digital and shared services, improving service efficiency and enabling greater resilience. In order to support these ambitions, the main aims of developing a joint digital strategy should be to:</p> <ul style="list-style-type: none"> • Align digital thinking with a view to developing single operating models; • Support a flexible and mobile shared workforce; • Continue to improve the digital experience for staff and customers. <p>Following approval of the strategy in November 2020, this project will deliver the year 1 actions.</p>
<p>Work with partners to design and deliver more sustainable public services</p> <p>AN EXEMPLARY COUNCIL</p>	<p>This project will deliver the in-year actions in the South Ribble Partnership workplan to support the Community Recovery Action Plan which is focussed on:</p> <ul style="list-style-type: none"> • Digital Inclusion; • Supporting the Voluntary Sector with improved infrastructure support; • Taking a One Front Door approach to supporting individuals who are adversely impacted by Covid-19. <p>In addition, the project will develop a joint action plan and closer working with the Chorley Public Service Reform Board to strengthen the collective impact of partnership working within Central Lancashire.</p> <p>Period: September 2020 – March 202</p>
<p>Implement the community wealth building action plan</p> <p>A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE</p>	<p>The Community Wealth Building action plan sets out how the council will support the localisation of wealth to achieve better outcomes for the borough through the approach to procurement, use of land, fair employment and new business models.</p> <p>This project will focus on the 1st year of implementation of the wealth building strategy which will include:</p> <ul style="list-style-type: none"> • Adoption of a policy on Social Value that drives employment opportunities and investment in communities through what the council procures • Establishment of a Credit Union accessible to residents of South Ribble by June 2021

<p>Establish a business support programme</p> <p>A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE</p>	<p>This project will scope and implement a bespoke programme of business support to meet the longer term needs of businesses from across the borough as they recover from the Covid-19 crisis.</p> <p>The scheme will be scoped in consultation with local businesses by February 2021 with implementation to take place for its initial year between April 2021 and March 2022.</p>
<p>Deliver year 1 of the Town Deal</p> <p>A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE</p>	<p>This project will develop and submit a bid for £25 million to the Town Deal fund which if successful would deliver a program of improvements to the town centre to strengthen the local economy by creating a more attractive town centre proposition. Improvements would range from public realm enhancements through to the development of a community enterprise hub.</p> <p>This project will manage the bid development including local consultation, submission and any subsequent liaison and negotiation with the funding body.</p> <p>The project would also include any preparatory works such as land acquisition.</p> <p>Operational Period: September 2020 – September 2021</p>
<p>Establish SR Together Hubs</p> <p>THRIVING COMMUNITIES</p>	<p>The 'South Ribble Together' hub provided services and support for those affected by the Covid-19 crisis. This project will extend this approach as a model for engaging neighbourhoods and communities across the borough to ensure that all residents are able to access services and that those most in need are targeted with help and assistance. Over the next 18 months, this project will:</p> <ul style="list-style-type: none"> • Develop and agree with communities in each of the Neighborhood areas a plan of activities which support their needs by April 2021; • Develop and establish a Borough Food Bank network; • Deliver the first year of the One Front door approach led by the South Ribble Together Hub, providing early intervention and help supporting those most impacted by Covid-19 (October 2020 – October 2021).
<p>Deliver a mental health support programme for young people</p> <p>THRIVING COMMUNITIES</p>	<p>Building on the recommendations of MH2K in 2018, this project will be to scope and commission a provider to continue the work with young people in South Ribble to develop an intervention-based campaign or service that is youth led and designed.</p> <p>It will seek to build capacity within the wider health system and address the gaps in provision.</p> <p>Sep 2020 – March 2021 Scope and commission provider</p> <p>April 2021 – March 2022 – Delivery commissioned activities</p>
<p>Establish a youth council</p>	<p>This project will be to work with schools to design initiatives that promote aspects of democracy including:</p> <ul style="list-style-type: none"> • Debate clubs;

<p>THRIVING COMMUNITIES</p>	<ul style="list-style-type: none"> • Mock council meetings; • Competition. <p>Young people will then help to develop the Youth Council Model, submitting their ideas on a how a youth council or engagement forum would work for them and for South Ribble.</p> <p>Period (September 2020 – September 2021)</p>
<p>Bring Worden Hall back into use - phase 1</p> <p>GOOD HOMES, GREEN SPACES, HEALTHY PLACES</p>	<p>The project is to develop the central buildings of Worden park; (excluding the craft units and conservatory), into a community event space and small wedding venue including an enhanced café offer.</p> <p>The buildings will be sympathetically reconfigured to enhance their use whilst protecting the historic fabric. Works will include developing access and parking to meet the needs of the venue together with improvements to landscaping.</p> <p>Over the next 12-18 months the key milestones are to:</p> <ul style="list-style-type: none"> • Obtain Planning Permission by December 2020; • Tender for consultants post cabinet decision March 21 to bring in the expertise needed for delivery; • Principle Contractor tender May (6 wks); • Procurement of principal contractor to deliver physical works; • Contract Award July 21; • Mobilisation – site start August 21.
<p>Deliver a leisure improvement project</p> <p>GOOD HOMES, GREEN SPACES, HEALTHY PLACES</p>	<p>The project is to deliver a program of improvements to the existing leisure facilities to ensure that they are high quality and accessible for residents from across the borough. Activity will include:</p> <ul style="list-style-type: none"> • Building and air/ventilation improvements at Bamber Bridge and Penwortham Leisure Centres’; • Full refurbishment of Bamber Bridge and Penwortham’s Leisure Centre receptions; • Improvements to sports flooring surfaces at Penwortham and Tennis Centre; • A car park extension to South Ribble Tennis Centre. <p>Period: January 2021 – August 2022</p>
<p>Deliver a project to support the green agenda</p> <p>GOOD HOMES, GREEN SPACES, WELL PLACES</p>	<p>The council has committed to becoming carbon neutral and this project will make tangible progress towards this objective over the next 12 months.</p> <p>The detailed scope of this project is to be confirmed by the end of November 2020. Options may include an internal focus on the council’s operations to include becoming ‘paper light’, upgrading light fittings at the Civic Centre and reducing overall energy usage. Alternatively, the project may focus on green travel through enhancing cycling infrastructure, promoting sustainable travel and installing electric vehicle charging points across the borough.</p>

Commence building of affordable homes within the borough

GOOD HOMES, GREEN SPACES, HEALTHY PLACES

This project will bring forward and deliver a number of schemes to address the gap in the current housing market to provide quality affordable homes. This will include a mixture of housing types and be built by the Council and owned.

The following elements will be delivered over the next 12-18 months:

- Development on-site of 15 new affordable homes at McKenzie Arms site;
- Completed conversion of Pearson House, Station Road to deliver 9 affordable flats;
- Develop with partners to bring forward the Council's first Extra Care scheme.

MEASURING PROGRESS

13. All the existing performance measures have been reviewed in light of the revised Corporate Strategy priorities and long-term outcomes. The aim is to define a focused set of measures that are clearly worded and can be reported consistently. Ideally this should be a combination of short term 'tracking' measures that show the direction of travel, and longer-term outcome based measures that demonstrate the success of the Corporate Strategy and project delivery activity. These are the measures that will be reported publicly.
14. Other measures will monitor the benefits delivered by projects (through project management), and a range of indicators will be included in service business plans to monitor the delivery of services at an operational level. The shared Performance Management Framework will set out a straightforward process for how this will work.
15. The table below sets out the proposed measures for consideration:
- 25 measures are proposed in total;
 - 13 of the existing measures are retained, of these 8 are recorded via the resident survey;
 - 12 new measures have been identified, mainly under the Fair Local Economy and Thriving Community priorities to measure wider determinants of wellbeing and reflect new areas of emphasis, such as social value.

An exemplary council				
Indicator	Status	Frequency	Source	Target
Service requests received via self-service channels	Existing	Quarterly	Council services	Set
Overall % of people who are satisfied with South Ribble as a place to Live	Existing	Every 2 years	Resident Survey	Set
% of people satisfied with the leisure and sports facilities in their local area	Existing	Every 2 years	Resident Survey	Set

% of households living in fuel poverty is better than the North West average	New – measure of housing quality	Annual	National	Set
Service satisfaction measure e.g. More than 80% of customers satisfied with the service they receive from the council (measure via mobile survey, star rating or another quick response method)	New – consolidated satisfaction measure to provide more frequent indication	Quarterly	Council services	Baseline
Customer service/Gateway indicators of performance?				

Thriving communities				
Indicator	Status	Frequency	Source	Target
SOAs in worst 10% most deprived nationally – currently 3 in bottom 10% and 2 in bottom 5%	New – measure of social progress	IoMD release	National	Set
% population with NVQ level 3 or above	New – measure of social progress	Annual	National	Baseline
Number of residents benefitting from opportunities created by the communities team	New – measure of community involvement	Quarterly	Council services	Baseline
Number of people who have successfully completed basic digital skills training	New – measure of digital access and inclusion	Quarterly	Council services	Baseline
Volunteering Measure?				
% of people who feel they belong to their local area	Existing	Every 2 years	Resident Survey	Set
% of people who feel involved in the local area and decision making	Existing	Every 2 years	Resident Survey	Set
% of people who think the Council acts on the concerns of local resident	Existing	Every 2 years	Resident Survey	Set

A fair local economy that works for everyone

Indicator	Status	Frequency	Source	Target
Social value measure – to be determined based on social value policy/social value portal	New – measure of council progress in promoting social value	Quarterly	Council services	Baseline
Overall employment rate greater than North West average	New – social progress measure	Quarterly	National	Set
% of 16 – 17 year olds not in education, employment or training (NEET)	New – social progress measure	Quarterly	National	Baseline
Median Workplace earnings in the borough better than North West average	New – social progress/economic activity	Annual	National	Set
% increase in visitor numbers	New – community involvement/economic activity	Annual	Council services	Baseline

Good homes, green spaces, healthy places

Indicator	Status	Frequency	Source	Target
% of people satisfied with the parks and green open spaces in their local area	Existing	Every 2 years	Resident Survey	Set
% of people who feel safe when outside in their local area after dark	Existing	Every 2 years	Resident Survey	Set
% of people who feel safe when outside in their local during the day	Existing	Every 2 years	Resident Survey	Set
No. of meals provided through holiday hunger offer.	Existing	Quarterly	Council services	Set
Number of Affordable Homes delivered	Existing – previous service level indicator	Bi-Annual	Council services	Set

Total number of young people's physical activity courses delivered	Existing	Quarterly	Council services	Set
Green indicator: <ul style="list-style-type: none"> • Reduction of the council's use of plastic • Number of trees planted in the borough • % recycling rate • New wildflower meadows planted/installed/established across the borough 	New – consolidated green measure	Quarterly	Council services	Baseline
Number of people prevented from becoming homeless	Existing	Quarterly	Council services	Set

NEXT STEPS

- 16.** Members are asked to provide feedback on the proposed projects and measures to inform the final Corporate Strategy to be presented to Council on the 30th September.

