

REPORT TO	ON
COUNCIL	30 th September 2020



TITLE	PORTFOLIO	REPORT OF
South Ribble Corporate Strategy	Councillor Paul Foster	Deputy Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	No
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council? This should only be in exceptional circumstances.	No
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)	No

PURPOSE OF THE REPORT

1. To seek approval for the Corporate Strategy for 2020/21- 22/23.

RECOMMENDATIONS

2. That the Corporate Strategy is approved.

CORPORATE OUTCOMES

3. The report relates to the following corporate priorities: *(tick all those applicable)*:

Excellence, Investment and Financial Sustainability	✓
Health, Wellbeing and Safety	
Place, Homes and Environment	

Projects relating to People in the Corporate Plan:

Our People and Communities	
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4. The refreshed Corporate Strategy identifies four new priorities, which if approved, will replace the priorities above. These new priorities are:
- An exemplary council
 - Thriving communities
 - A fair local economy that works for everyone
 - Good homes, green spaces, healthy places

REASONS FOR THE DECISION

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

EXECUTIVE SUMMARY

6. The Covid-19 crisis will fundamentally change the lives of our residents and the context in which the council operates. The council will need to make best use of its available resources to deliver services and support in a sustainable way. The Corporate Strategy is the key strategic document setting out the council's vision and priorities. A refresh has been undertaken to ensure that it remains fit for purpose in light of the new challenges and opportunities ahead.
7. The strategy stays true to the values and principles under which the administration was elected but has been updated based on feedback gained through the resident satisfaction survey, an evaluation of current 'big issues', consultation with members and feedback from Overview and Scrutiny.
8. The proposed strategy retains the existing vision with an additional emphasis on 'accountability' to reflect the council's commitment to openness and transparency. The four corporate priorities have been refreshed. The presentation of the strategy has been streamlined so that it is focussed, concise and a clear statement of how the council will prioritise, deliver and monitor activity. The visual version of the strategy is included at appendix A.
9. 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 priority projects are being proposed for delivery over the next 12-18 months that will directly support delivery of the long-term outcomes. Each year projects will be reviewed and refreshed based on progress and impact.
10. It should be noted that the strategy will be delivered within existing resources where possible, and the full resource requirements will be considered by full council as part of the budget setting process.

CONTEXT AND CHALLENGES

11. Throughout the Covid-19 pandemic, 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** – Before Covid-19, South Ribble had a robust and growing local economy. The impact of the pandemic needs to be recognised and subsequent recovery needs to be supported. 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 to shared functions.
 - E. Governance** - While not related to the Covid-19 pandemic, an important development in the last year is the updated Annual Governance Statement. 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

12. 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 feedback.

13. 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.

14. The four areas of priority to guide delivery activity and investment for the council are:

- ***An exemplary council***
- ***Thriving communities***
- ***A fair local economy that works for everyone***
- ***Good homes, green spaces, well places***

15. The following table shows the long term outcomes aligned to each priority. The long term outcomes should describe the results if the strategy is delivered successfully.

Priority	Long term outcome
<ul style="list-style-type: none"> • An exemplary council 	<p>A council that:</p> <ul style="list-style-type: none"> - Delivers high performing services that represent value for money - Understands the community and works with partners to make things better - Is open and transparent in its activities
<ul style="list-style-type: none"> • Thriving communities 	<p>Places where:</p> <ul style="list-style-type: none"> - Residents have positive mental health - People get involved and feel a sense of belonging - Communities can access services and support when they need them - Everyone can reach their full potential
<ul style="list-style-type: none"> • A fair local economy that works for everyone 	<p>A council that:</p> <ul style="list-style-type: none"> - Increases access to training and jobs - Grows and supports sustainable businesses - Invests in improving the borough
<ul style="list-style-type: none"> • Good homes, green spaces, well places 	<p>A borough with:</p> <ul style="list-style-type: none"> - A choice of decent, affordable housing - Commitment to protecting the local environment - A choice of quality recreational activities

16. A copy of the refreshed Corporate Strategy is attached as Appendix A as an easy to read, visual document.

DELIVERING THE STRATEGY

17. 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 priority projects are being proposed for delivery over the next 12-18 months that will directly support delivery of the long-term outcomes. Each year projects will be reviewed and refreshed based on progress and impact.
18. It should be noted that the projects will be delivered within existing resources where possible, and any resource requirement will be considered by full council as part of the budget setting process.
19. 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>
<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>Period: November 2020-April 2021</p>
<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 will 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</p>

	<p>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>Period: Following approval of the strategy in November 2020, this project will deliver year 1 of the digital strategy action plan.</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 2021</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 borough to retain and grow local 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 • Development of procurement frameworks • 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</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>ECONOMY THAT WORKS FOR EVERYONE</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 Neighbourhood 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</p>	<p>Building on the recommendations of MH2K in 2018, this project will be to scope and commission a provider to continue the work</p>

<p>young people</p> <p>THRIVING COMMUNITIES</p>	<p>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>THRIVING COMMUNITIES</p>	<p>This project will be to work with schools to design initiatives that promote aspects of democracy for all groups including those who may be hardest to reach. This will incorporate:</p> <ul style="list-style-type: none"> • Debate clubs • 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 • Principal Contractor tender • 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>Work has already progressed on a range of green initiatives such as air quality policy, tree planting, electric vehicles and reduced plastics. The detailed scope of the project will be finalised by the end of November 2020.</p> <p>Options include an internal focus on the council’s operations towards becoming ‘paper light’, upgrading light fittings at the civic centre and reducing overall energy usage. Another option may be to focus on green travel through enhancing cycling infrastructure, promoting sustainable travel and installing electric vehicle charging points across the borough.</p>
<p>Commence building of affordable homes within the borough</p> <p>GOOD HOMES, GREEN SPACES, HEALTHY PLACES</p>	<p>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, delivered by the council.</p> <p>The following elements will be delivered over the next 12-18 months:</p> <ul style="list-style-type: none"> • Development on-site of 15 new affordable homes at McKenzie Arms site • Completed conversion of Pearson House, Station Road to deliver 9 affordable flats • Work with partners to bring forward the Council’s first Extra Care scheme

MEASURING AND REPORTING PROGRESS

- 20. All of 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 SMART (Specific, Measurable, Achievable, Realistic and Time-bound) measures that are clearly worded and can be reported consistently. This will 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.
- 21. 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 Performance Management Framework will set out a simple process for how this will work.
- 22. The strategy sets out 24 measures in total. Of these, 13 of the existing measures are retained and 8 are recorded via the resident survey. 11 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. Additional measures may be added as activity is further developed.

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

- 23. The strategy has been informed by the findings of the resident satisfaction survey carried out earlier this year.

AIR QUALITY IMPLICATIONS

- 24. The strategy includes reference to the green agenda and highlight this as a key priority for the council.

COMMENTS OF THE STATUTORY FINANCE OFFICER

- 25. The Corporate Strategy will be used to inform the Council's Medium Term Financial Strategy and strategic direction over the next 3 years.

COMMENTS OF THE MONITORING OFFICER

- 26. No comment.

OTHER IMPLICATIONS:

<ul style="list-style-type: none">▶ Risk ▶ Equality & Diversity	<p>A full risk register will be developed for each project in the strategy.</p> <p>A full impact assessment has been carried out for the strategy to ensure that there are no adverse implications for particular groups.</p>
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BACKGROUND DOCUMENTS

There are no background papers to this report

APPENDICES

Appendix 1 – Corporate Strategy

Chris Sinnott

Deputy Chief Executive

Report Author:	Telephone:	Date:
Vicky Willett (Shared Service Lead for Transformation and Partnerships)	01257 515204	16.9.20