

Report of	Meeting	Date
Director of Change and Delivery (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Council	Wednesday, 23 November 2022

Corporate Strategy Refresh 2022/2023

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

- To seek approval for the refresh of the Corporate Strategy 2022/23 – 2023/24.

Recommendations to Council

- That the Corporate Strategy 2022/23 – 2023/24 be approved.

Reasons for recommendations

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

Other options considered and rejected

- The other option is to not review the strategy. However, this would mean that the Corporate Strategy may no longer reflect the needs of communities and businesses within the Borough, as well key projects and measures no longer being relevant.

Executive summary

- The Corporate Strategy is the key strategic document setting out the Council's vision and priorities. A full refresh was undertaken in October 2020 to ensure that the strategy remained fit for purpose and to reflect the challenges and opportunities resulting from the pandemic.
- In line with the annual corporate planning cycle, a review of the strategy has been completed to assess overall progress and ensure that the strategy remains relevant. The strategy has been updated and is included at Appendix C.

7. Over the last 12 months, the Council has delivered significant impact and outcomes for South Ribble, promoting a positive recovery from the pandemic and setting the borough up for the future. Corporate Strategy projects have included reopening Worden Hall, Music in the Park, insourcing of critical services and furthering plans for massive investment in our town and local centres. The community hub model is flourishing, and local partners have been supported with grants and assistance reflecting our collaborative ethos. Commitment to tackling climate change remains critical with recent approval of the biodiversity strategy and decarbonisation of assets. Governance and financial management is now stronger and more robust, confirmed by positive feedback to our peer review.
8. Global disruption continues to present major challenges for communities and partners, however South Ribble Borough Council remains firmly committed to doing even more for residents and build on work to date. Through the refreshed Corporate Strategy, residents will benefit from greater engagement and collaboration with the Council through local hubs; more affordable and fit for purpose housing will be delivered; community and leisure facilities across the borough will be enhanced to encourage health and wellbeing; there will be more events and activities for families; and economic growth will be promoted through initiatives to support investment and skills.
9. The approved vision and four corporate priorities have been retained to demonstrate a commitment to the values and principles under which the administration was elected:
 - An exemplary council,
 - Thriving communities,
 - A fair local economy that works for everyone,
 - Good homes, green spaces, well places.

Corporate priorities

10. The report relates to the following corporate priorities:

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

Background to the report

11. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next two years. The strategy sets out the Council's vision, priorities, and long-term outcomes for 2022/23 – 2023/24 along with priority activity to be delivered through the corporate projects and measures of success for the year ahead.

Achievements in 2021/22

Exemplary Council

12. The Council has continued in its journey to strengthen governance through open and transparent services. The Peer Review team returned in 2022 to complete a follow up visit to the 2021 peer challenge; they recognised the robust action plan developed in response to their original recommendations and found that the Council has responded positively in making fundamental improvements across the themes of governance, performance improvement and people management. In particular the peer team commended the Council's relationship with communities and highlighted the Community Hubs model as strong model to be developed further towards the Council's ambition to understand communities and deliver excellent value for money.

13. Work with partners has been further developed to improve local services and our relationships with key stakeholders. Through the Chorley and South Ribble Partnership, progress has been made to address data governance and move towards producing a single interactive, visual dashboard with area profiles. The Partnership have also hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across South Ribble. Local businesses have identified key challenges around land supply, infrastructure and employment needs and their feedback has been used to shape the future economic strategy. By the end of the third quarter the Partnership is set to launch a place-based intelligence dashboard.
14. Further shared services have been developed with the implementation of phase two which has seen the development of shared ICT and Customer Services across South Ribble and Chorley. The single operating model has been accelerated and new technologies are being brought forward to support transformation in the way we work. This includes a new telephony system to route calls to officers more efficiently so that customers get the support they need as quickly as possible. Continued transformation has ensured that the Council has greater, resilience and capacity to deliver sustainable services for residents.

Thriving Communities

15. The Community Hubs have been further developed, delivering benefits across the borough including improving disability access to the Eagle and Child Bowling Club, delivery of South Ribble in Bloom, resocialisation/social isolation interventions such as chatty cafes and installation of happy to chat benches. The Council has made significant investment in communities across South Ribble including delivery of the 'Leisure Local' fund which distributed over £245k to 21 community groups/sports clubs to make recreation, leisure, and sport opportunities accessible to everyone. Further funding was provided through the 'Boost Fund Plus', distributing over £283k to 15 successful community groups and local organisations. This investment ensures that these groups are resourced well and able to provide support and services to communities when they need them.
16. Over the summer, 20,000 people attended events hosted by the Council over the long bank holiday which included a Great British themed Leyland Festival, followed by an 80's themed Music in the Park event. The events provided communities the opportunity to get involved as well as providing a boost to our local economy following the pandemic. The events were well received, and the Council is planning a second major music event for 2023, building on its success.
17. Since the Youth Council was established in October 2021 its members have identified the key focus themes including mental health, Black, Asian, and Minority Ethnic issues, veterans, foodbanks and knife crime. Youth Council members have been supported throughout the year to access emotional personal resilience and mental health workshops funded by the Cooperative Council's Innovation Network and delivered by Lancashire Youth Challenge.

A Fair Local Economy that Works for Everyone

18. Leyland Town Deal was recently approved by the government securing £25 million, which combined with a further £13 million from the Council will deliver a range of improvements to the town centre. This includes refurbishment of Leyland Market, new residential properties and a new business and skills hub. The plans will provide a boost to local business as well as opportunities to drive skills and create jobs for local people during the construction and through new commercial facilities.

19. Residents have been supported through the pandemic recovery and with the increasing costs of living through a range of interventions in partnership with local services. A cost of living conference was held in August with representation over 20 local partners, followed up by development of an action plan and a multi-agency Cost of Living Task Group. The delivery of the household support fund has provided a lifeline to many residents and in the second round of delivery over £200k has been invested to support residents with food, energy, and essential items.
20. Promoting fairness continues to be central to local community and economic development through testing out setting up local cooperative business models. This has included a pilot initiative with a local community group to develop a food based cooperative to test and evaluate possible approaches. Internal training has been enhanced to promote knowledge and awareness of social wealth building, resident cooperatives and employee owned businesses.

Good Homes, Green Spaces and Healthy Places

21. The Council has approved a programme of investment for improvements to leisure facilities across the borough. The investment of £8.6 million will deliver improvements to Bamber Bridge, Leyland and Penwortham leisure centres and the South Ribble Tennis Centre. The works are alongside existing plans for decarbonisation, and works will include revamped pool side areas, refurbishing of wet side changing rooms, and remodelled reception areas allowing for a more welcoming entrance for members.
22. The planned renovations to Worden Hall have been completed, after an investment of £2.8 million to transform the space in to a modern and inviting facility. The Folly Café has been expanded and relocated to within the old hall and upgrades to the foyer, refurbishment of the Marsden Room and first floor rooms into a flexible event space will support the building to become more sustainable and its focus as a heritage asset secured. The renovations have enabled a number of local businesses to relocate to the hall, including a cooperative based business, reflecting council ambitions.
23. Council schemes to provide local people with a choice of decent and affordable homes have moved forward significantly. The McKenzie Arms site is well under construction and due to complete by February 2023, providing a mix of 15 new affordable townhouses and apartments in Bamber Bridge. Jubilee Gardens Extra Care Scheme has been developed and planning approvals received enabling the development to start in early 2023. The scheme will provide self-contained homes with support services to the over 55's to support independent living.
24. Leading action to address climate change, the Council has reached its target of 110,000 trees planted, one for each resident. Further sites have been identified to plant additional trees over the next few months, enhancing the biodiversity of the borough in line with the Biodiversity Strategy approved this year. Sites across the borough include New Longton Woodland, Cockshot Wood, Townsway Orchard and Lostock Hall Academy. Infrastructure for electric vehicles has been improved with 19 additional charging points installed across the borough.

Project delivery 2021/22

25. As well as delivering major schemes, the 2021/22 Corporate Strategy included a number of projects that focused on progressing priorities over multiple years. A summary of the existing projects, their status and whether they are carried forward or due to be completed is included at Appendix A.

Performance

26. The 2021/22 strategy included 27 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. These have been reported throughout the year in quarterly monitoring reports that have been presented to Cabinet and Scrutiny Budget and Performance Panel.

Development of the Corporate Strategy 2022/2023

27. The 2022/23 Corporate Strategy will build on the impact and outcomes that the Council has delivered for residents in recent years. Recognising the challenging context, even more will be done to support residents, deliver tangible improvements and set the borough up for the future.
28. The overall vision and priorities are retained as they remain consistent with the ambitions and outcomes that the council is striving to achieve for the borough. Fourteen priority projects have been identified for delivery over the next 12 months incorporating ongoing schemes and new initiatives to drive forward progress. Performance measures have been reviewed and updated to ensure that they reflect the current context and remain challenging.
29. The Corporate Strategy sets out to achieve thriving communities. The Council has a strong track record of supporting communities through the pandemic and the approach to early intervention will be embedded further by implementing a social prescribing service and closer links with local GP's. Building on the success of the community hub model, more support and advice will be provided for residents within neighbourhoods. Community spaces will be identified to enable greater access to services for key groups including older people, families and vulnerable young people. As part of continuing to mitigate the impact of the cost of living crisis, the Council will deliver the activity in the cost of living action place by working with to target health inequalities.
30. A new economic strategy will be brought forward to set out a clear plan for economic growth and sustainability, which will be supported with investment from the UK Shared Prosperity Fund. New grant schemes will be developed to support businesses to implement climate adaptations and initiatives will be put in place to develop future skills to meet workforce demands. Leyland Town Centre will benefit from £38 million of improvements and work will start to bring forward the refurbishment of the market, additional homes and sustainable transport infrastructure.
31. Delivery of affordable homes is a key priority and two major schemes are in delivery or development. The McKenzie Arms will be completed as well as work commencing on Jubilee Gardens Extra Care scheme which will be expected to be completed by early 2024. While these schemes are delivered the Council will be focused on developing further options for affordable and flexible housing to address the pressures on access to housing locally.
32. Climate change remains a critical focus, cutting across all proposed project delivery activity. We will continue to undertake specific work to improve our own assets, delivering improvements to the Civic Centre and through the climate change programme proactively encourage positive action across the borough by providing infrastructure and incentives.
31. The proposed key projects and an overview of what they will deliver is shown below:

Project	Description
Good homes, green spaces, well places.	

Project	Description
Deliver affordable, quality homes to meet the needs of local communities	<p>To continue delivery on the commitment to provide more affordable housing, the Council will develop and implement a plan to support the acquisition of more affordable homes. In addition, the existing schemes are included:</p> <ul style="list-style-type: none"> • The McKenzie Arms development will be completed, and affordable homes delivered with 15 units available by mid-2023. • Deliver the Jubilee Gardens development, starting with construction and opening the show apartment for planned completion by 2024.
Complete a programme of improvements to local play areas across the borough	<p>Continuing to invest in local green spaces and play areas, the Council will deliver a number of improvement schemes to enhance quality and accessibility at play areas across the borough.</p>
Deliver the climate change strategy	<p>To continue the delivery of the climate change strategy:</p> <ul style="list-style-type: none"> • Biodiversity Consultation / Action Plan • Air Quality Action Plan Consultation • Waste Strategy Consultation • Installation of Charging Points for electric vehicles • Plant 27,500 trees
An Exemplary Council	
Continue to develop high quality and responsive council services	<p>Deliver ongoing improvements to customer services so that all customers are able to access the services they require when and where they choose to. Implement the shared property and assets service to make the best use of skills and expertise.</p>
Deliver improvements to the Civic Centre workspace	<p>Take forward plans to improve working environment at the civic centre, providing a modern, attractive working space to facilitate new working models, improve staff morale, and promote collaboration and maximizing space in the building.</p>
Work with partners to join up public services for residents	<p>Bring forward and develop a shared intelligence approach between partners that supports local services to target areas of need and establish a locality-based model of service provision.</p>
Thriving Communities	
Deliver Music in the Park 2023	<p>Deliver the 2nd Music in the Park event, planned for 28 May 2023 in Worden Park.</p>
Develop social prescribing in South Ribble	<p>Implement a social prescribing service for South Ribble and work with partners to enhance provision, address health inequalities and improve outcomes.</p>
Create community support spaces	<p>The project will support communities to access safe and supportive environments within local communities by working with partners and opening up spaces that provide places for people to go in their neighbourhood area, particularly:</p>

Project	Description
	<ul style="list-style-type: none"> • Young families • Older people • Those who are socially isolated • Young people
Deliver the Cost of Living Action Plan	Deliver the Cost of Living action plan, working with partners to provide practical financial support to households including advice and access to services that promote wellbeing.
A fair local economy that works for everyone	
Deliver the Economic Strategy	Set out and implement a strategy to ensure that South Ribble Borough Council is proactive in enabling and promoting a strong economy. The strategy will focus around the future for economic growth, investment and business support, which reflects the post pandemic environment and economic challenges faced by businesses.
Develop green energy schemes for local businesses	A package of support for businesses to undertake energy adaptations including an energy audit, recommended changes and potential grant towards improvements. Aim is to achieve sustainable benefits rather than short term bill paying and support the Council's ambitions on climate change.
Deliver the South Ribble Skills Factory	Businesses in South Ribble are committed to developing and growing their workforces to meet future skills demands. The South Ribble Skills Factory will establish a dedicated council-led support service that can provide advice with workforce upskilling, development plans and access to training provision.
Develop town centres as vibrant multi-use spaces	<p>To continue the investment in our town centres by delivering on the £38 million Town Deal for Leyland Town Centre and surrounding area.</p> <p>To bring forward the development of Penwortham Town Centre following approval of the master plan.</p>

Measuring Progress

Corporate Strategy measures

33. The strategy includes 28 performance indicators that will be measured and reported against to demonstrate success and progress towards achieving the priorities and long-term outcomes. Existing measures and targets have been reviewed and updated to ensure that they remain challenging to reflect the Council's ambition. Consideration has also been given to performance in the current environment of pandemic recovery and economic challenge.
34. To reflect the refreshed delivery plan for the coming year several new indicators have been introduced to monitor performance against key projects and projected outputs. The indicators proposed are:



- **Number of people referred to social prescribing service** (this is to reflect the introduction of a social prescribing service and associated support and advice)
 - **Value of savings for credit union members with family loans** (this is to reflect progress with the credit union on balance between loan and savings which is a distinct characteristic of credit unions, to promote savings whilst providing loans)
 - **Number of improvements to parks and open spaces** (this is to reflect a programme of improvements to key play areas across the borough)
 - **Number of Business Engagements / support provided by the Council** (this is to reflect the development of projects on business energy support and skills factory)
 - **% Social and Local Economic Value Added** (This indicator provides an average of the percentage value achieved in social value for contracts over £100k)
35. Several indicators were to be baselined following performance within the year. Average performance has been used to set targets for the following indicators:
- **Number of residents participating in activities delivered by the Council,**
 - **The number of wellbeing sessions delivered by the Council,**
 - **Number of households in temporary accommodation at the end of the quarter.**
36. A number of indicators are proposed to be moved from the corporate indicator list and collected locally. This is to reflect changes in delivery or where a more appropriate indicator has been substituted to better reflect performance. A summary of these indicators is below:
- **Number of new savers with Unify Credit Union in South Ribble:** this is a project related indicator and saving numbers only provides one element of the outputs. An important measure of success is the value of savings and undertaking of loans. To better reflect progress the indicator will be replaced with a measure that indicates the value of savings from those who have family loans.
 - **The number of people who are prevented from becoming homeless or have had their homelessness relieved:** This indicator has no target and been monitored over the past twelve months. The proposal is to replace this indicator with a more specific measure for households in temporary accommodation.
 - **We will measure the impact of activity to increase social value and build community wealth measured by the total Social Value delivered locally through the Social Value Portal:** The indicator is supplemented for the new measure to monitor the percentage social and local economic value added based on a 10% return in social value on contracts over £100K.
37. A summary of the proposed indicator list for 2022/2023 is included on the following page, setting out the proposed targets.

Proposed Indicators and Targets 2022/2023

	Indicator		Target
Exemplary Council	Service requests received via self-service channels	Qtr.	40%
	Percentage of calls to Gateway/Call Centre answered within 90 seconds	Qtr.	40%
	Customers satisfied with the service they receive from the council	Qtr.	80%
	The percentage of house holds living in fuel poverty will be better than the North West average	Annual	NW Average
Thriving Communities	Number of residents participating in activities delivered by the Council	Qtr.	2000
	Value of savings for Credit Union members with Family Loans	Qtr.	£7,500
	Number of people referred to social prescribing service	Qtr.	Baseline
	The number of individuals who complete a health check (screening)	Qtr.	27
	Number completing basic digital skills training	Qtr.	75
Homes	The number of wellbeing sessions delivered by the Council	Qtr.	695
	Trees planted in the borough this year	Annual	27,000
	Number of households in temporary accommodation at the end of the quarter	Qtr.	44
	Improvements to parks and open spaces	Qtr.	TBC
	Number of Affordable Homes Delivered	Annual	80
Fair Local Economy for Everyone	Number of Business Engagements / support provided by the Council	Qtr.	TBC
	The percentage of 16 – 17 year olds not in education, employment or training (NEET) is reduced (3.5% 2019, Quarterly	Qtr.	3.5%
	% Social and Local Economic Value Added (Avg. percentage value against contract)	Annual	10%

Benchmarking Indicators

38. The indicators below have been collected over the past twelve months and reflect the Council's performance against either national or regional indicators. They have been separated to reflect that they are benchmarks by which the Council is able to identify gaps as well as impacts on the wider borough, measured by how other areas are performing.

	Indicator		Target
	Overall employment rate	Qtr.	Better than Regional Avg.
	Median Workplace Earnings	Annual	Better than Regional Avg.
	Median Earnings by place of residence	Annual	Better than Regional Avg.
	The number of claimants as a proportion of resident population of the area aged 16-64	Qtr.	Better than Regional Avg.
	% of the population with NVQ level 3 and above	Annual	Better than Regional Avg.

39. Resident Survey indicators remain on the indicator list, however, will not be collected this year as no survey is scheduled to be reported until 2024. The indicators this relates to are:



- The percentage of people satisfied with South Ribble as a place to live will increase
- The percentage of people satisfied with the leisure and sports facilities in their local area will increase



- The percentage of people who feel they belong to their local area will increase
- The percentage of people who feel involved in the local area and decision making will increase
- The percentage of people who think the Council acts on the concerns of local residents will increase



- Satisfaction with the parks and green open spaces will increase
- The percentage of people who feel safe when outside in their local area after dark will increase
- The percentage of people who feel safe when outside in their local during the day will increase

Climate change and air quality

40. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils' Green Agenda:

- a. net carbon zero by 2030,
- b. reducing waste production,
- c. limiting non sustainable forms of transport,
- d. working with sustainable and green accredited companies,
- e. limiting or improving air quality,
- f. limiting water waste and flooding risks,
- g. improving green areas and biodiversity.

Equality and diversity

41. The review of the strategy each year provides the opportunity to consider the latest demographic information, policy context and implications for services. The strategy sets out support for those in communities who may have unfair disadvantages in accessing support, services and opportunities. An assessment is attached at Appendix C which details the number of positive impacts the strategy intends to deliver.

42. As the strategy is delivered over the next 12 months and each project is implemented, an equality impact assessment will be undertaken to consider the equality and diversity implications.

Risk

43. The Council maintains a strategic corporate risk register which sets out the main risks to the organisation and delivery of its services and strategy. In considering the key risks to the delivery of the Corporate Strategy, the main risks will be related to resourcing and finance, particularly the impacts of the poor economic forecasts and predictions at a national level, including the cost of living crisis. To manage these risks there are mitigation plans in place and each project listed in the strategy is required to undertake and maintain its own risk register.

Comments of the Statutory Finance Officer

44. The Corporate Strategy sits alongside the Medium-Term Financial Strategy in the delivery of its objectives. While there are no financial implications from this report, the Corporate Strategy informs the budget setting process approved in February each year.

Comments of the Monitoring Officer

45. The Corporate Strategy is a key document of course. It sets out the council's ambitions and aspirations in a number of important areas. There are no direct legal implications arising from the Strategy. Legal advice and assistance will be provided on a number of key projects as and when required.

Background documents

There are no background papers to this report

Appendices

Appendix A: Corporate Strategy Project Position Statement 2021/22

Appendix B: Corporate Strategy 2022/2023

Appendix C: Impact Assessment

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