

Report of	Meeting	Date
Chief Executive (Introduced by Leader of the Council and Cabinet Member (Strategy and Reform))	Council	Wednesday, 22 November 2023

Corporate Strategy Refresh 2023/2024

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 2023/24 – 2024/25.

Recommendations to Council

- That the Corporate Strategy 2023/24 – 2024/25 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. The report provides a summary of the performance of the Corporate Strategy in 2022/23 and the changes proposed as part of the Corporate Strategy refresh for 2023/24.
- 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 A.
- The Corporate Strategy has continued to deliver improved outcomes for the borough, and its residents, communities, and businesses over the last 12 months. Projects included providing access to services, advice, and practical financial support to households through the Cost of Living Action Plan, promoting resident wellbeing and

supporting those coping with increasing costs. Delivery of Music in the Park 2023, boosting the local economy and encouraging visitors from across the region to South Ribble. Delivery of a mix of affordable homes with the completion of the McKenzie Arms Scheme and furthering plans for massive investment in our town and local centres. To contribute towards climate change objectives, the bio diversity action plan has been approved and improvements have been made to improve green infrastructure across the borough. Businesses have been supported with the launch of a Business Energy Efficiency scheme and Skill Factory to support business to thrive and grown in the current challenging economic climate. A full summary of the achievements by priority is provided within this report.

8. In response to the challenges facing residents, business and communities, the projects in the new Corporate Strategy for the next 12 months will focus on community health and wellbeing support, green spaces, economic growth and efficient services.
9. The four approved corporate priorities adopted in 2020 have been refreshed to reflect the start of a new administration following the elections in May, while retaining some continuity:
 - An exemplary council
 - Healthy and happy communities
 - Opportunities for everyone
 - Green and clean neighbourhood
10. The performance measures that help us to know how we are getting better and whether we are achieving our long-term goals have been reviewed and updated. Indicators have been amended and targets updated to reflect performance over the past months as well as to better align to future priorities.

Corporate priorities

11. The report sets out refreshed Corporate Priorities.

Background to the report

12. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three years. The strategy sets out the Council's vision, priorities, and long-term outcomes for 2023/24 – 2024/25 along with priority activity to be delivered through the corporate projects and measures of success for the year ahead.

Achievements in 2022/23

An Exemplary Council

13. To ensure high quality and responsive services, the council has progressed the delivery of its ambitious transformation programme with the successful implementation of a single shared operating model for Property and Development as well as Pest Control, with both teams now operating on a shared basis with Chorley Council This forms part of the wider programme of shared services, which will provide greater capacity, more resilience, and create development opportunities for staff. Work has also been undertaken to implement new technology and review the council's website to ensure that services are more accessible for residents.
14. An officer accommodation working group has been established to take forward improvements to the Civic Centre workspace to ensure a modern, fit for purpose environment and to support the wider deliver of the council's Workplace Strategy. Feasibility

work has been undertaken and an options paper will be brought forward exploring how to make the best use of space and technology in the conference centre and also the currently vacant space on the top floor.

15. The Chorley and South Ribble Partnership continues to drive forward the way we work with partners to share intelligence to target areas of need within communities and design services to match. The shared data and intelligence dashboard was reviewed with partners in March 2023 and feedback gathered providing partners with the opportunity to influence how it needs to look. Having a single view of our communities should help to coordinate activity and resources for the benefit of communities, rather than individual organisations each taking different approaches. In addition, the Partnership is working with health organisations to implement changes proposed by the Integrated Care Board. An Early Years Task Group has been created as an off shoot of the Partnership to focus on the Integrated Care Partnership priority of Starting Well

Thriving Communities

16. The social prescribing service was launched on the 1 September for South Ribble, working with partners to enhance provision, address health inequalities and improve outcomes for residents. The social prescribing service takes referrals from key partner-based agencies in South Ribble including the Primary Care Networks (PCN) to refer people to a range of local, non-clinical services that can support sustainable wellbeing. Since the service launch, the South Ribble Together website has been updated and referrals have been received from both the local community and partners.
17. The council hosted the return of the 'Music in the Park' event at the beautiful location of Worden Park on Bank Holiday Sunday 28 May 2023. The event included an 80's and 90's themed concert and sold tickets to over 3,200 people. The successful event has brought local communities together promoting a sense of belonging, boosted the local economy and encouraged visitors from across the region to South Ribble.
18. As part of the council's commitment to investing in the local community, the council have approved a £300k budget to purchase and renovate Green's Dance Centre to create South Ribble Family Wellbeing Centre in Lostock Hall. The Family Wellbeing Centre will be designed as a 'one stop shop' to support families and children in South Ribble. The support on offer will include preparation for expectant parents, post-natal support, and education sessions with specialist partners, social and play groups and general wrap-around family support. The building purchase and tender for the renovation work has now been completed. Renovation work will commence in October 2023, and it is expected that the South Ribble Family Wellbeing Centre will be open to the public in January 2024.
19. The Cost of Living action plan has provided practical financial support to households including advice and access to services that promote resident wellbeing. The project has delivered a number of schemes including the Holiday Activities and Food (HAF) and Household Support Fund providing an essential lifeline to eligible residents and families. A 'Cost of Living' webpage has been developed on the council website, providing a central place of information to support vulnerable residents and communities through the cost of living crisis. In July 2023, the Council approved the grant allocation of £680k for round four of the Household Support Fund to support both vulnerable residents, and those who have been adversely financially affected by the Cost of Living crisis.

A Fair Local Economy that Works for Everyone

20. The Leyland Town Deal has progressed with design development of the programme, site investigation and planning application approval to enable future improvements to be taken forward. The plans include refurbishment of Leyland Market, residential properties and a new business and skills hub (BASE 2). These 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.

21. The South Ribble Economic Strategy was finalised and approved by Cabinet in February 2023. The Economic Strategy aims to set out clear ambition and vision for South Ribble to ensure the businesses have the right conditions to grow, remove barriers to employment, proving the right skills, training and people and provide tailored business support.
22. The council continues to support eligible local businesses through the Business Energy Efficiency (BEE) Scheme to reduce their energy usage, resulting in a reduction in their energy costs supporting business viability and contributing to the longer-term carbon reduction targets of the council by reducing their carbon footprint.
23. The South Ribble Skills Factory was launched on the Business in South Ribble website in February 2023 as a dedicated skills hub providing impartial advice, skills, training and recruitment support to business and free skills, apprenticeship, and employment support to residents of all ages across South Ribble. To support local businesses, people seeking jobs and careers information, the South Ribble Skills Factory has delivered a range of engagement activities to support businesses, people seeking jobs and careers information.

Good Homes, Green Spaces and Healthy Places

24. Schemes to provide local people with a choice of decent and affordable homes have progressed significantly. The affordable and energy efficient homes on the former McKenzie Arms site was completed in April 2023. The scheme provided mix of 15 new affordable townhouses and apartments in Bamber Bridge to help meet the increases in demand and a shortage of good quality affordable in the borough. The Jubilee Gardens Extra Care Scheme has made significant progress with the official launch the development works commencing on the 13 September with a ground breaking event. The scheme will provide a 75 bed self-contained homes with support services to people aged 55 and over to support independent living.
25. As part of the council's continued investment into local green spaces and play areas, the council progressed the delivering of a number of improvement schemes to enhance the quality and accessibility of play areas in South Ribble. The council has completed improvements works to Ryden Avenue toddler and junior play area which opened to the public in June 2023. Work has also started on site for the £95k refurbishment of Hutton Play area, which is expected to complete in October 2023. Over the year, the project will deliver improvements to King George V Playing Field Playground in Penwortham, New Longton and Longton play areas.
26. Delivery of the Climate Change Strategy to protect the local environment and help address the issues of the climate emergency has progressed with the Council approval of the Biodiversity Action Plan, which sets out clear actions that will be taken over the next five years to restore, conserve and enhance the biodiversity in the borough. The council were successful in securing a grant for the installation of 21 on street electric vehicle resident charge points (OSRC) across the borough.

Project delivery 2022/2023

27. As well as delivering major schemes, the 2022/23 Corporate Strategy included a number of projects that focused on progressing priorities over multiple years. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to completion alongside the new Corporate Strategy projects. A

summary of the existing projects, along with their current status and position are included at Appendix B.

Performance

28. The 2022/23 strategy included 30 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. At the end of quarter two of the measures with targets, 70% (seven) were performing on or better than target. Further details are available in the quarter two performance monitoring report, which was presented to the November Cabinet.

Development of the Corporate Strategy 2023/2024

29. The 2023/24 Corporate Strategy will build on the outcomes and objectives that the council has delivered for residents in over the last few years. Acknowledging the challenging context, much more will be done to support residents, deliver visible improvements and set the borough up for the future.
30. The overall vision and priorities have been refreshed to reflect the ambitions and outcomes that the council is determined to achieve for the borough. Fifteen 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.
31. The Corporate Strategy sets out to achieve healthy and happy communities. The council has a good record of supporting communities through the pandemic and the approach to early intervention will be embedded further by continuing to deliver the health and wellbeing programme. More support and advice will be provided for residents. Delivery of the South Ribble Family Wellbeing Centre will 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 continue to deliver the cost of living action. Building on the success of Music in the Park 2023, the council will deliver Music in the Park 2024.
32. The Business Energy Efficiency Scheme will be delivered to support businesses to implement climate adaptations. A people and skills programme will be put in place to develop future skills to meet workforce demands. Leyland Town Centre will benefit from improvements as town centres are developed into vibrant multi-use spaces. This will be underpinned by the implementation of the Economic Development Strategy.
33. A choice of decent, affordable homes is a key priority and the Jubilee Gardens Extra Care scheme which will be expected to be completed by early 2024. While this scheme is delivered the council will also be focused on developing green spaces.
34. Climate change continues to be a key focus, cutting across all proposed project delivery activity. We will continue to undertake specific work to improve our own assets, enhancing the use of the Civic Centre and through the climate change programme proactively encourage positive action across the borough by providing infrastructure and incentives.

35. The proposed key projects and an overview of what they will deliver is shown below:

Project	Description
Green and clean neighbourhoods	
Deliver Phase One of the Jubilee Gardens Project	As part of our commitment to provide more affordable housing, the council will deliver phase one of the Jubilee Gardens development.
Develop Tardy Gate Play Area and Skate Park	The council has pledged to make improvements to Tardy Gate Play Area and Skate Park, enhancing the facilities to help reduce Anti-Social Behaviour (ASB) and to attract younger residents.
Deliver the Climate Change Strategy	The council will lead activity to address climate change and continue the delivery of the climate change strategy.
Deliver the Biodiversity Strategy	By delivering the Biodiversity Strategy the council will ensure its responsibilities to conserve and enhance biodiversity is integrated into the work of all departments and there is a clear understanding of biodiversity and how it relates to decision making. Residents and businesses will benefit from maintaining and improving a healthy green environment. As part of this project, the council will create a Hedgehog Highways Action Plan.
An Exemplary Council	
Refresh and deliver the Transformation Programme	The council continues to face significant challenges - from increasing costs, uncertain funding arrangements and a competitive jobs market. The transformation programme ensures that the organisation responds to these challenges effectively. The programme will be refreshed to support budget planning and high quality service delivery.
Enhance the use of the Civic Centre	The council will develop plans for the future use and maintenance of the Civic Centre to support the delivery of high quality services, and provide a modern, attractive working space.
Work with partners to join up public services for Early Years Provision	Working through our partnership, this project will bring together partners to develop an Early Years Action Plan. This will ensure we support our youngest residents as effectively as possible.
Healthy and Happy Communities	
Deliver Music in the Park 2024	Building on the success of previous Music in the Park events, the council will deliver the third Music in the Park event to attract visitors to the borough.
Continue to Deliver the Health and Wellbeing Programme	The council will implement a service that will help residents with their wellbeing, delivering support to people around healthy weights and nutrition, with a focus to support families cooking on a budget and making small changes that will provide long term health and wellbeing benefits for the family and household.
Deliver the South Ribble Family Wellbeing Centre	Following the investment into the former Greens Dance Studio to establish the South Ribble Family Wellbeing centre, the council will work with Finley's Families to deliver the first year of operations.

Project	Description
Continue to deliver the Cost of Living Action Plan	The council is committed to continue supporting residents with practical support and interventions that will help manage the cost of living crisis and where possible reduce its impact on our most vulnerable households. This includes delivering practical financial assistance and working with our communities and partners to develop interventions and targeted programs of support.
Opportunities for Everyone	
Implement the Economic Development Strategy	The focus will be on delivering the priorities set out in the Economic Strategy for the coming 12 months. In addition, an annual report will be produced to demonstrate activity and the benefits delivered.
Deliver the Business Energy Efficiency Scheme	Continue to deliver the Business Energy Efficiency Scheme (BEE) providing a package of support for businesses to undertake energy adaptations including an energy audit, recommended changes, and potential grant towards improvements. In Addition, the project will work with leaders in green technology, innovation, and education to support businesses to learn and adopt best practice.
Develop and Implement a People and Skills Programme	This project will ensure there is a range of employment and skills provision available in the borough, to promote future career pathways and develop the future skills pipeline to meet the needs of local enterprise. This will include the commissioning of services, promotion and events as well as continuing to develop the Skills Factory support.
Continue to Develop Town Centres as Vibrant Multi-Use Spaces	To continue the investment in our town centres by delivering on the Town Deal for Leyland Town Centre and surrounding area.

MEASURING PROGRESS

Corporate Strategy measures

36. The strategy includes 27 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 council ambition.
37. One new indicator has been introduced to help monitor performance of the refreshed delivery plan:
 - **Contact Centre inbound calls answered within average wait time of < 5 minutes:** This is to reflect the measures within the adopted Customer Access Charter, which sets out how customers can contact the council, access its services and the standards of customer care that can be expected.
38. One indicator was to be baselined following performance within the year. Average performance has been used to set the target for the following indicator:
 - **Number of people referred to social prescribing service.**
39. One indicator is proposed to be moved from the corporate indicator list and collected locally.

- **Percentage of calls to Gateway/Call Centre answered within 90 seconds:** This is to reflect the agreed performance measures as part of the Customer Access Charter
40. Three indicators are proposed to be moved from the corporate indicator list to reflect changes in delivery or where a more appropriate indicator has been substituted to better reflect performance:
- **The number of individuals who complete a health check (screening):** The two year programme with Active Lancashire has concluded. While the council continues its work to improve wellbeing through, for example, social prescribing, the active health team and healthy weight programme, this indicator related to a specific programme and so is proposed to be discontinued.
 - **Value of savings for Credit Union members with Family Loans:** In March 2024, the council will complete its grant support to set up and resource of a new Unify Credit Union branch in Leyland. The council will continue its relationship through a presence on the board of directors for Unify and ongoing engagement with key council services and partners.
 - **% of the population with NVQ level 3 and above:** The data for this indicator is no longer available on the Office National Statistics (ONS) website and therefore cannot be reported
41. One indicator has had targets amended to reflect service changes or better align to future priorities. This includes the following:

Indicators	Action	Reason
Customers satisfied with the service they receive from the council	This target has been reduced from 80% to 70% in line with the Customer Access Charter.	The Customer Access Charter was adopted by the council in January 2023 to ensure that we continue to deliver an excellent standard of customer care in line with the model agreed by both councils as part of Shared Customer Services.

42. A summary of the proposed indicator list for 2023/2024 is included on the following page, setting out the proposed targets.

Proposed Indicators and Targets 2023/2024

Priority	Indicator	Frequency	Target
An Exemplary Council	Service requests received via self-service channels	Quarterly.	40%
	Customers satisfied with the service they receive from the council	Quarterly.	70%
	The percentage of households living in fuel poverty	Annual	Regional Average
	Contact Centre inbound calls answered within average wait time of less than 5 minutes	Quarterly.	55%
Healthy and Happy Communities	The number of wellbeing sessions delivered by the council	Quarterly.	2,800
	The number of claimants as a proportion of resident population of the area aged 16-64	Quarterly.	Regional Average
	Number of residents participating in activities delivered by the council	Quarterly.	8,000
	Number completing basic digital skills training	Quarterly.	300
	Number of people referred to social prescribing service	Quarterly.	300
Green and Clean Neighbourhoods	Number of improvements to parks and open spaces	Annual	5
	Number of households in temporary accommodation at the end of the quarter	Quarterly.	44
	Number of affordable homes delivered	Bi-annual	80
	Trees planted in the borough this year	Quarterly.	27,500
Opportunities for Everyone	Overall employment rate	Quarterly.	Regional Average
	Number of business engagements / support provided by the council	Quarterly.	840
	The percentage of 16 – 17 year olds not in education, employment or training (NEET)	Quarterly.	3.5%
	% Social and Local Economic Value Added	Annual	10%
	Median Workplace Earnings	Annual	National Average
	Median Earnings by place of residence	Annual	National Average

43. Resident Survey indicators remain on the indicator list and is undertaken every two years. The Resident Survey will be repeated in early 2024 and reported in the quarter one 2024/25 performance monitoring report. The indicators included are:

- The percentage of people satisfied with South Ribble as a place to live ,
- The percentage of people satisfied with the leisure and sports facilities in their local area ,
- The percentage of people who feel they belong to their local area ,
- The percentage of people who feel involved in the local area and decision making,
- The percentage of people who think the Council acts on the concerns of local residents,
- Satisfaction with the parks and green open spaces ,
- The percentage of people who feel safe when outside in their local area after dark,
- The percentage of people who feel safe when outside in their local during the day.

Climate change and air quality

44. The work noted in this report impacts on the following areas of climate change and sustainability targets of the council's 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

45. 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.

46. 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

47. 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

48. There are no direct financial implications of this report but the Corporate Strategy forms a key element of producing the Medium Term Financial Strategy presented each Spring. The direction provided by this report will be fed into budget setting.

Comments of the Monitoring Officer

49. The matters and priorities to be addressed within the Corporate Strategy relate to statutory duties or are within the general power of competence and can lawfully be adopted for delivery. The measures proposed will enable the council to properly consider whether the priorities and associated interventions have delivery value for money which will in turn serve to inform future decision making.

Background documents

There are no background papers to this report.

Appendices

Appendix A - Corporate Strategy 2023/2024

Appendix B - South Ribble Corporate Strategy Projects Position Statement 2022/23

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