



Corporate Strategy

Consultation Draft

23 July 2015

Introduction

The Corporate Strategy sets out the future direction for the County Council, covering a timeframe to 2021 and beyond. This document details the core purpose, vision, values, approach and evidence base which we will use to inform and guide what we do.

Our Corporate Strategy will form a framework which sets out:

- our vision, values, high level priorities and overall approach
- our evidence base
- thematic strategies such as our financial strategy
- our risk, quality and performance framework
- service delivery plans
- annual budgets.

This document, provides the starting point for that framework and, as such, it is important that elected members understand the content and lead its further development. The consultation period will run until the end of September 2015. During this time we will hold briefings for elected members and employees whilst also consulting with our partners, to ensure that wherever possible our core strategy is inclusive and our proposed approach is understood.

Over the coming months we will use our vision, values, high level priorities and overall approach as a reference point for the further prioritisation of our financial resources.

We anticipate that our entire Corporate Strategy framework will be in place by April 2016. By this time we will have:

- consulted and agreed on our vision, values, high level priorities and overall approach
- agreed our Neighbourhoods Plan
- agreed the supplementary strategy documents which we will refresh, with partners where necessary, to ensure that they are aligned to our overarching priorities
- agreed the allocation of financial resources to ensure that we will deliver our on Medium Term Financial strategy to 2017/18 and to start to look ahead to 2020/21
- agreed service delivery plans which set out how we will deliver the service offers set out in the 2015/18 budget and address continuing financial pressures.

The overall framework and service planning timescales for our Corporate Strategy are set out in Appendix 1.

Lancashire is a key economic sub region within the North West and the wider North of England. It has a fundamental offer to make and role to play within the developing Northern Powerhouse. Our priorities reflect our intention to build on our strengths. Lancashire's leading national and regional position in relation to Aerospace, Advanced Engineering and Manufacturing, Energy and Higher Education Institution

excellence make it a pivotal part of the long term sustainability of the North's economy, as does its internationally recognised visitor offer.

Lancashire is a county of contrast, with a population of over 1.1 million living in a mix of urban, suburban and rural communities. Compared to the UK as a whole the county has wide variations in levels of income, wealth and health across the county.

Generally, deprivation levels are a good indicator of outcomes for health, housing and employment, with the most deprived communities experiencing the worst outcomes and the most affluent communities experiencing better outcomes. For example, a male child born today in one of most deprived communities in Lancashire could expect to live until they were 74. A male child born today in one of our most affluent communities could expect to live for almost 7 years longer, and to be free of disability for almost 3 years longer than their counterpart. Clearly, we need to ensure that our services are designed to address the significant variations in need that exist across Lancashire.

The Council has faced an unprecedented period of financial challenge since austerity began in 2010. The government has stated that the period of austerity will continue until at least 2020 and that non-protected departments, of which local government is one, will see the same rate of funding reductions in future years as those experienced since 2010. In addition to the wider public finance environment, the Council continues to face significant challenges from rising costs, from inflation, and from demand for its services.

Against this background we will use the priorities set out within our corporate strategy to determine how we can best use our financial resources, ensuring that we work for the people of Lancashire to enable them:

- to live a healthy life
- to live in decent home in a good environment
- to have employment that provides an income that allows full participation in society.

There is unlikely to be any area of spend that is unaffected by the challenges that we face and some services will have to be radically reshaped or stopped altogether in order to meet the required level of savings. However, through the continued development of our Corporate Strategy framework we believe we will honour our pledge to provide full public access to the decisions we need to make in the coming months and years.

Our core purpose

Is to work for the people of Lancashire to enable them:

- To live a healthy life
- To live in decent home in a good environment
- To have employment that provides an income that allows full participation in society.

Our vision

Is that every child born today in Lancashire, and every citizen will grow up and live in a community and an environment that enables them to live healthier for longer, have a job when they leave education and achieve their full potential throughout life.

Our Values are:

To be Fair, Trustworthy, Ambitious and to have Belief in people.

Our approach

To achieving this vision will be the lifelong journey which we describe in terms of Starting Well, Living Well and Ageing Well.

A child born in Lancashire today has the potential to live for over 100 years. Whilst our strategy looks up to twenty years ahead, every year we will have citizens aged from 0 to over 100. We will work for all of them to do all we can within our resources to achieve our vision.

Our evidence base

We will provide services based upon sound evidence of need and in a way that is proportionate to the needs of our communities.

Strategic outcome

To live a healthy life

- Increase the time that people in Lancashire can expect to live in good health
- Narrow the gap in people's differences in health condition across Lancashire.
- Enable people to make healthy lifestyle choices

Strategic outcome

To live in a decent home in a good environment

- An adequate supply of affordable quality housing to rent or buy that meets the needs of all our citizens
- Good quality local neighbourhoods with adequate parks, open spaces, social, cultural and sporting opportunities
- Communities where families and individuals feel safe
- A high quality natural environment

Strategic outcome

To have employment that provides an income that allows full participation in society

- Rebalance Lancashire's economy to reduce its overreliance on low paid employment.
- Increase the employability of the Lancashire's citizens
- Focus on communities where there are high concentrations of unemployment and low paid employment

Our priorities

- Support the development of resilient communities where self-help becomes part of the fabric of community life
- Invest in locally accessible green infrastructure that helps to make cycling and walking to work, school and local services a practical safe choice
- Provide advice and support to families and carers on how to access the most appropriate health and social care services that are available in Lancashire and how to maintain the independence of people in need of support
- Provide early help and support to vulnerable children, families and adults to prevent the need for crisis interventions and to minimise the number of children and young people in care
- Protect our most vulnerable children and adults from avoidable harm
- To ensure that the children we look after have the best start in life
- Support those in need to improve their physical and mental health through early assessment and treatment to enable them to live independent lives for as long as possible
- Provision of quality care at home avoiding unnecessary admissions or readmissions to hospital and care homes.
- Ensure sufficient high quality financially viable and sustainable residential care
- Work in partnership with other agencies to make local communities strong, self-reliant and cohesive so that they are able to help reduce criminal activity; e.g. anti-social behavior, domestic violence and hate related crime
- Develop an effective economic growth programme for our communities suffering from the highest levels of deprivation
- Promote the payment of the living wage
- For all Lancashire schools to be good or outstanding
- Work in partnership with schools and families to narrow the gap in educational attainment from Key Stage 2 to Key Stage 4
- Develop a programme to target the number of Lancashire citizens aged 16 or over who have no qualifications
- Promote cooperation within Lancashire's Further Education sector to coordinate their provision to meet the skills needs of employers and improve the employability of Lancashire's workforce
- Continue to support the Lancashire LEP in the delivery of the Strategic Economic Plan for Lancashire
- Promote integrated land use and transportation planning with partners to deliver new homes and essential infrastructure as part of our economic growth agenda
- Implement the Preston, South Ribble and Lancashire City Deal to deliver new homes and community infrastructure as part of our economic growth agenda
- Work with partners in the development of a Combined Authority for Lancashire
- Contribute at a regional level to the development of the "Northern Powerhouse" and the delivery of Lancashire's Strategic Transport Prospectus.
- Implement Lancashire's five Highways and Transport Master plans
- Invest in our town and city centres
- Invest in preventative maintenance to improve the conditions of roads and footways.
- Promote the conservation and protection of our natural environment
- Maximise the diversion of waste from landfill
- Support green energy solutions in Lancashire, and develop green energy solutions for the county as a whole and to reduce the council's own energy use

Our approach to service delivery

To guide our actions we are committed to being Fair, Trustworthy, Ambitious and to have Belief in people. Alongside these, we have established a set of principles that will inform our approach to service delivery:

Meeting the needs of our Communities: We will adopt an evidence based approach:

- services will be planned around the needs of 34 geographic area with a population of 20,000 – 40,000
- a Neighbourhoods Plan will be produced that reflects the differing levels and types of need within those communities. These differences are illustrated in the needs profile for each of the 34 areas.

The neighbourhoods plan will identify how the County Council's services will be provided across Lancashire. It will be the tool that translates the information within the 'Baseline Area Needs Assessment for Lancashire' into service plans. The particular characteristics of each of the 34 service planning areas will be carefully considered to ensure that the neighbourhoods plan identifies the level of service input required to meet specific needs. In particular service planning areas, certain needs are greater so there will be more emphasis on some services. However, a 'universal standard' will be set to ensure that communities understand the core service offer that is being made available across the county. Service plans will be based on the neighbourhoods plan.

Appendix 2 provides a summary of the needs of Lancashire's 34 service planning areas.

Our Community Presence – Neighbourhood Centres: The council's physical presence within communities will take the form of Neighbourhood Centres. These will be community focussed multi-functional buildings tailored to deliver specific services in identified areas.

Neighbourhood Centres will be the base for the provision of services currently delivered through:

- Children's Centres
- Youth Zones
- Libraries
- Museums
- Child and Parenting Support Centres
- Adult Disability Day Centres.

The numbers and location of Neighbourhood Centres will be based around population and need. There will be a minimum of one Neighbourhood Centre in each of the 34 areas. In areas of greatest need there will be up to 8 or 9 centres

Neighbourhood Centres will, in the main be developed using existing council buildings. The actual building selected will depend upon its location, size and suitability, condition, running costs and required levels of investment. We will also consider the potential to use other public sector or community assets for their location. In exceptional circumstances the most cost effective option may be a new purpose built facility. We will only support community asset transfer where there is no ongoing liability to the County Council.

The number of individual premises providing these services is expected to reduce from around 260 to around 130.

Main Offices: There will be a small number of main offices distributed across the county which will be configured to provide flexible office accommodation and well-utilised meeting rooms to support front line service delivery.

Customer Focus: We will put the needs and expectations of our customers at the heart of what we do to ensure that we are able to provide high standard of service at all times. The way that people access our services will be designed to suit the people using them.

The council will have a 'digital by default' mindset. Information and services will be delivered online as far as possible. Customers will not be excluded because they do not have internet access at home. Where appropriate, our most vulnerable citizens will have telephone access to customer service advisors who understand specific service areas. We will support and encourage people to engage in digital services by working with partners to achieve a more coordinated to help those who are most in need.

For those who are most in need we will provide opportunities for them to access face to face advice and support.

Recognising diversity: We recognise the diversity of the population of Lancashire. People have different levels of need and what might be considered a good outcome for one person may not be the best or most appropriate outcome for another. We will design and deliver our services to meet the needs of people using them, within the resources available to us.

Working with others: our priorities for public service integration will be to work with public service partners at two levels:

- at a strategic pan-Lancashire level through the Health and Wellbeing Boards and the proposed Combined Authority for Lancashire
- at the citizen level, where we work with partners and communities we will ensure that the provision of services by different agencies is coordinated to meet the needs of our communities.

Commissioning and design of services with our partners: Lancashire County Council is one part of a much wider network of public service delivery across

Lancashire, and to meet the needs of our citizens and communities within the resources available to Lancashire as a whole, then where our priorities are aligned, we will jointly commission, design and deliver services with our partners. We value the benefits of being an in-house provider but where there is a more efficient way to do business we will adopt the most effective approach.

Recognise that no one size fits all: Lancashire is a socially and geographically diverse county. How we meet needs will be different for different groups of citizens and different communities. Our resources are very limited and as a result our services will be tightly focused on meeting statutory minimum requirements in relation to need. Beyond this our resources will be allocated in line with the priorities set out in this strategy.

Increasing business efficiency: The financial challenges we face means that we will continue to maximising our productivity through flexible ways of working, flexible and effective offices, modern and unified systems and processes and effective use of technology. Employee engagement will continue to be at the heart of our transformation programmes and we will ensure that we do all that we can to sustain our culture change by:

- sharing the same values
- recognising good work
- developing excellent people-managers
- listening to each other
- always improving our services.

We will make sure we use every pound wisely

Promotion of personal and family responsibility: the services we commission and provide will focus on promoting personal and family responsibility. Our aim is for individuals and families to be resilient and to be able to support themselves without the need for support from the Council. Where support is needed, our services should be focused on pro-active interventions that allow individuals and families to become independent quickly, and not require long-term support from the council. For the most vulnerable of our communities, where long-term support is required, then our services will always enable people to live as independently as possible.

Be a strong voice for Lancashire: We will make the case for the council's fair share of national resources based upon the needs of our communities. We will work with our partners to develop a Combined Authority for Lancashire and gain effective devolution of powers and resources for Lancashire. We will promote the benefits of Lancashire as a place for business growth and inward investment. We will work with Greater Manchester and other northern authorities to build the "Northern Powerhouse".

Managing our performance: A robust performance management framework will underpin the delivery of the corporate strategy. A suite of key performance indicators will be established to monitor and manage the delivery of strategic outcomes. Additionally, service plans will include service standards and planned outcomes, reported as metrics with targets. Performance dashboards will be created to monitor corporate strategy KPIs and service plan metrics to ensure that service plans are

achieving their objectives, and the overall aims of the corporate strategy are being met.

Quality of Service reports will be produced quarterly. These will focus on the delivery of the council's strategic priorities, and will include relevant narrative and analysis including summaries of performance, achievements, plans and risks.

The plans will be subject to review periodically to ensure that they remain focussed and relevant.

Delivering our Priorities

Strategic outcome: To live a healthy life

Our approach to enabling people in Lancashire to live a healthy life will strike a balance between those services that are accessible to everyone, which we term universal services, and those which are targeted to support people with the greatest need.

Support for the development of resilient communities, where self-help becomes part of the fabric of community life, is at the heart of our approach. People in resilient communities will have satisfaction and pride in their local areas, feel safe, have access to green space and importantly have an ability to influence decisions. We will work with communities to identify and solve local issues, listening to people and allowing them to influence what is delivered. We will respond quickly to concerns, keeping the community informed and providing explanations of why we can't do certain things or why alternative action is taken.

Our approaches will recognise and build on the strengths of individuals. We will value the capacity, skills, knowledge, connections and potential in individuals. We will work in collaboration, helping people to do things for themselves and to feel connected with their communities, so that they are able to become co-producers of support, not passive consumers of support.

Our universal service offer will focus on those areas where we can evidence the greatest impact on protecting and promoting health. This will include a range of services like health visiting and school nursing, NHS health checks, sexual health services, healthier lifestyles including emotional health, tobacco and substance misuse at key points in people's lives and work to ensure that we continue to work to identify those people who are most at risk. We will deliver targeted early help to those most at risk of avoidable ill health.

When people feel that they need help it is important that they are able to understand the range of services available to them and to make informed choices about the most appropriate providers of care and support that they need. We will provide internet and telephone based services to people and their carers on how to access the health and social care services that are available in Lancashire and how to maintain the independence of people in need of support.

For those who are struggling to cope we will provide early help and support to prevent the need for crisis interventions. This will mean a more targeted approach to our service delivery with support for those with complex needs. We will work with these individuals and families to enable them to cope where possible. We will help them to learn or re-learn life skills and support and encourage them to do more for themselves with the ultimate aim of maximising their independence.

Where people and families are not coping they are often in need of our statutory social care services. We will assess the level of need and agree, with partners where appropriate, a plan manage and reduce the level of risk and protect our most vulnerable children and adults from avoidable harm.

We will ensure that children and young people wherever possible will live at home with their families and where this is not possible we will find them permanent homes and families without unnecessary delay and with minimum disruption. We will ensure that the amount of time that children spend in care will be appropriate to their needs and that young people in care are supported to achieve their full potential and are fully prepared for adulthood.

We will provide quality care at home avoiding unnecessary admissions or readmissions to hospital and care homes. Our services will enable people to live safely at home wherever possible and to feel connected to their communities. Where treatment in hospital has been necessary we will work with partners to enable people to leave hospital in a timely manner with the rehabilitation they need.

Strategic outcome: To live in a decent home in a good environment

Having an affordable decent home in a good environment with low levels of crime is essential to a good quality of life for our citizens. The population of Lancashire is expected to reach over 1.2 million by 2024. This increase, together with housing, infrastructure and commercial growth to support it, means there will be more pressure on the physical infrastructure and environment within Lancashire.

Our transport infrastructure is a priority for the council as good accessibility, including driving, public transport, walking and cycling forms an essential part of our everyday lives. It is vital that there are plans in place to maintain and manage our transport infrastructure so that the economic, health, social and recreational benefits and opportunities are maximised. The housing infrastructure is also a priority across Lancashire where there is a need to rebalance the housing supply.

Lancashire is already displaying signs of renewed confidence in the housing market. However, it is important for Lancashire that the confidence of house builders in certain parts of the county is experienced by all parts. We will promote the development of new housing on good quality sites that builders want to build on and where people want to live.

To help plan and stimulate economic growth activity across the county we will:

- develop an effective economic development programme building on the programmes already being delivered within the Lancashire Economic Partnership's (LEP) Lancashire Growth Plan such as:

- the Preston, South Ribble and Lancashire City Deal, we will help build and deliver four major road schemes, 17,000 new homes which will be supported by increasing the number of school places, new open green spaces and health provision to cater for the growing population
 - the Central Lancashire and Lancaster priorities
 - East Lancashire housing renewal.
- work with the LEP to deliver the key priorities in the Lancashire Strategic Economic Plan (SEP) which was built from the Growth Plan and provides the foundation for the SEP and Growth Deal with Government.

Investing in the highways and transport network is important to the council and our commitment to support the economy and to tackle deep-seated inequalities in its people's life chances, revitalising communities and providing safe, high-quality neighbourhoods are our key priorities.

Over the next 5 years, we will deliver five Highways and Transport Masterplans that reflect the county's economic areas and each set out our vision for travel and transport in that area.

We will improve the conditions of our roads and footways by investing in evidence based preventative maintenance and deliver a capital expenditure programme on highways maintenance over the next 15 years.

Reducing the high costs involved in the disposal of waste in Lancashire is a priority for the council and with European and national waste management legislation targets to reduce the amount of waste we send to landfill, together with the annual increase in landfill tax, there are significant financial costs if we do not divert waste away from landfill.

We will work with communities and partners to:

- reduce and reuse the amount of waste we produce
- recycle and compost waste
- continue to recover value from the waste through our Waste Technology Parks
- minimise landfill disposal.

Energy is also a significant aspect of our cost base and we will do more to control both usage and its production. We will reduce the amount of energy used by our buildings and assets by investing in energy efficiency and reducing the number of poorly performing County Council buildings. We will investigate ways in which we can protect against future price rises by being innovative and looking at a range of possibilities including generation of our own energy. We will invest in renewable energy sources to further help reduce our reliance on purchased energy. We will also provide targeted assistance for local businesses to help them take advantage of renewable energy opportunities. We will seek to help local residents reduce their energy costs and access funding to improve the energy efficiency of their homes.

We want to build strong, self-reliant and cohesive communities, to recognise and help those who need advice and support to help themselves make healthy lifestyle choices. In partnership with our local communities and partners, we will support and help build strong, self-reliant and cohesive communities through:

- promoting a clear sense of shared aspirations and values, which focus on what we have in common rather than our differences. We will ensure that Lancashire is a place where people are able to realise their potential to get on in life
- working with partners, including the Police and Crime Commissioner we will improve community safety, reduce crime and the fear of crime ensure that citizens feel safe, are actually safe in their homes, out and about in our communities and at work in our county
- our Equality, Integration and Cohesion Strategy, we will deliver activities that will address hate crime, extremism, tension monitoring, and migration.

Strategic outcome: To have employment that provides an income that allows full participation in society

The economy is vital for health, wealth and wellbeing of our citizens. A prosperous county benefits all, but although Lancashire has experienced sustained growth in the last decade, with readily identifiable economic 'hotspots' such as the cities of Preston and Lancaster, the area's average performance still consistently lags behind that of the UK and neighbouring city regions. Some areas of Lancashire offer a very high quality of life in rural and semi-rural localities, whilst in contrast, a number of towns suffer.

Recognising that fewer Lancashire citizens are qualified to a degree level (NVQ 4) and that KS4 attainment levels are low in our deprived communities, we will work with schools, the Further Education sector and communities to narrow the attainment gap and enable young people to develop the skills they need to find work. We will provide a range of traded services to schools including, consultancy and targeted support for improvement, to help schools to achieve their intended outcomes. For Lancashire's working age population we will work with the Lancashire Economic Partnership (LEP) to develop a skills infrastructure which is aligned to the demands and needs of local businesses and communities.

Access to good employment for local people and a thriving local economy, relies on investment in our infrastructure. With partners, we are working hard to unlock constrained growth opportunities in all parts of Lancashire to create a more balanced economy.

Through the LEP, we will build on the Lancashire Growth Plan and focus on improving the capability and capacity of our local economy, seizing new market opportunities and overcoming barriers that constrain growth, which will help re-establish Lancashire as a national economic leader. We will to develop a broad economic base that meets the needs of our communities, enhancing access to opportunities for all.

We will also look to maximise the value of the *arc of prosperity*, which is fundamental to realising Lancashire's growth ambitions, that sweeps across Lancashire, which links key economic assets, high value business clusters, centres of research and training excellence and new housing growth opportunities. We will also build on the success of our Enterprise Zones, at Samlesbury and Warton and superfast broadband connectivity to support growth which will help lead the way in the county playing a full role in the Northern Powerhouse framework.

Working with the LEP we will help to improve the capability and capacity of Lancashire's competitive strengths in advanced manufacturing; enable Lancaster University and the University of Central Lancashire (UCLan) to expand and develop national centres of excellence linked to the delivery of local economic priorities; deliver a Skills for Growth programme including a new Apprenticeship Hub to drive-up SME engagement and the local take-up of apprenticeships as career pathways; enhance the business growth hub; continue unblocking stalled development opportunities critical to the economic regeneration of Lancashire; deliver a strategic transport programme to release the economic and housing growth potential of Preston, East Lancashire, Lancaster, and Skelmersdale in West Lancashire; and strengthen cross-boundary connectivity with neighbouring city regions.

To bring Lancashire's employment rate in line with the national average, we will work with the LEP to focus on our competitive strengths and capabilities, tackling major infrastructure constraints, boosting the business base, and refocusing the approach to skills establishing new economic opportunities that can deliver:

- 50,000 new jobs
- 40,000 new houses; and
- £3 billion additional economic activity, above the local trend rate.

As an accredited Living Wage employer, the council is committed to everyone working at Lancashire County Council, regardless of whether they are permanent employees or third-party contractors and suppliers; receiving a minimum hourly wage of £7.65 -significantly higher than the national minimum wage of £6.50. We believe that this commitment and accreditation is a way to lift those out of poverty.

We see a great opportunity to boost our economy through our involvement in the development of a combined authority for Lancashire. We will work with partners to:

- give Lancashire more control over decisions affecting the county
- create a strong voice to argue for greater investment
- make it easier to deliver on private sector priorities and support business
- attract more resources and flexibility into Lancashire so we can deliver on our potential
- make councils more effective by working together on crucial projects in infrastructure and planning
- connect with other economies in the North West and take full advantage of the Northern Powerhouse.

Lancashire's economic strengths and growth priorities are a fundamental part of, and critical to, the building of the Northern Powerhouse.