

Report to the Cabinet

Meeting to be held on Thursday, 7 February 2019

Report of the Chief Executive and Director of Resources

Part I

Electoral Division affected:
(All Divisions);

Lancashire County Council Corporate Strategy

(Appendices 'A' and 'B' refer)

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Executive Summary

A corporate strategy for the county council has been developed. It is entitled 'Our Vision for Lancashire' and is attached at Appendix 'A' for Cabinet's consideration and recommendation to Full Council for approval.

The strategy clearly and concisely sets out the key objectives and ambitions for Lancashire, highlights what success looks like, and shows how the county council, its partners and the residents of Lancashire can all work together to make Lancashire the best it can be.

The key objectives of the strategy will be measured by a set of high level, key performance metrics, which will enable the overall success and progress of the strategy to be demonstrated. A proposed set of high level metrics is included at Appendix 'B'.

Recommendation

Cabinet is asked to recommend to Full Council for approval on 14 February 2019:

- (i) The adoption of the county council's corporate strategy entitled 'Our Vision for Lancashire' attached at Appendix 'A', and;
- (ii) A set of accompanying high level key performance metrics attached at Appendix 'B', noting the intention to engage scrutiny in their ongoing development.

Background and Advice

During 2018 county council staff were consulted on the council's vision and values. Feedback from the consultation was gathered over a period of six months and resulted in the development of a new set of values and proposed new vision statement for the council.

Based on the consultation feedback, the council's proposed vision statement is 'Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper.' The council's proposed values are supportive, innovative, respectful and collaborative.

Following on from this work a more detailed corporate strategy document has been developed. A small task and finish working group consisting of representatives from each of the county council's directorates was established in September 2018, with a remit of producing a corporate strategy which:

- County Councillors and staff can be proud of and aspire to;
- encompasses what Lancashire wants to be famous for;
- is punchy, clear and to the point;
- incorporates no more than 5/6 key objectives;
- will still be meaningful in 5 years' time;
- is measurable.

The working group has produced the strategy document attached at Appendix 'A'. It has been produced by reviewing best practice examples from other organisations and from discussions with Corporate Management Team, Executive Director management teams, Heads of Service, and ongoing dialogue with Cabinet Members. To ensure that the document clearly encapsulates the county council's overarching objectives and ambitions it has been through a number of iterations, each time reviewed and tested to ensure it meets the original brief as set.

The document contains 5 high level objectives, some key facts and figures about Lancashire, sets out what success looks like, and shows how the county council, its partners, stakeholders and residents can all work together to make Lancashire the best it can be. It is written in a clear and concise way, with no jargon, and contains visual images which encapsulate the beauty, diversity and vibrancy of Lancashire.

It outlines how the county council and its key partners can support individuals, families and communities to help them maintain their own good health, wellbeing and independence, with access to advice, support and care when needed.

The strategy enables staff to understand how their roles and responsibilities contribute to the county council's key objectives and ambitions, and it will enable teams to develop service plans and work programmes with a clear focus on delivering the county council's key objectives.

The document also enables the county council's key partners, stakeholders, business and industry associates to be clear about the county council's longer term

ambitions, which will enable them to understand how this aligns to their own aims and facilitate collaborative work with the county council to deliver high quality, best value services to meet the needs of Lancashire residents.

Following the approval of the strategy by Full Council the document will be shared with staff, and with our key partners and stakeholders. There will be staff briefings to ensure that the key messages of the vision are understood and owned by staff. Service managers will play a key role in ensuring that teams have a sense of ownership of the vision. It will feature strongly in the induction of new staff.

The strategy will be accessible in an on-line format and a hard copy document, and will form the cornerstone of county council internal and external promotional material and branding, for example posters, leaflets and web pages. It will provide a 'golden thread' for our internal and external communications, and the on-line version will include links to other key strategies and documents.

One of the key elements of the brief was for the vision to be measurable. Appendix 'B' contains some high level key performance metrics and measures which will enable members to monitor progress against the 5 key objectives over a number of years, and establish plans for corrective action where necessary. Some of the metrics reflect the county council's enabling and influencing role, rather than its direct responsibility.

Following the approval of the proposed high level key metrics by Full Council, targets, both short and longer term, will be set, and these will be monitored on a regular basis by members through the Cabinet Committee on Performance Improvement. Scrutiny Committee will play a key role in year 1 in ensuring that the high level metrics are the right ones, or if more need to be added, and that the targets set are appropriate.

In addition to the high level key metrics relating to the vision, the Cabinet Committee on Performance Improvement will continue to regularly receive the more detailed, service specific key performance metrics which enable members to monitor ongoing service delivery and performance.

Both the strategy document and the accompanying high level key performance metrics will be kept under regular review and will be updated to ensure they remain current and relevant in a fast moving world. It is anticipated that the vision will have a lifespan of at least 5 years, with an annual review and refresh.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

The county council's strategy document is a key document, containing clear objectives which enables services to plan for the future, staff to understand how their role fits in to the bigger picture, and external partners to engage with the county council. It focusses on how individuals, families and communities can maintain their own health, wellbeing and independence, and how they can access advice, support and care when needed.

If the strategy is not approved there is a risk that services will not be delivered in a way that contributes most effectively to the county council's overall aims and objectives.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A