

## Report to the Cabinet

Meeting to be held on Thursday, 7 October 2021

### Report of the Chief Executive and Director of Resources

#### Part I

Electoral Division affected:  
(All Divisions);

### Corporate Priorities 2021-2025 and Communications Strategy 2021-2025

(Appendices 'A' and 'B', refer)

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#### Executive Summary

The Corporate Strategy was approved by Full Council in February 2019. The strategy remains the key document in describing the council's aims and ambitions.

To support the corporate strategy and the operational delivery of council services, a set of corporate priorities for the period 2021-2025 has been created, as set out at Appendix 'A'. These priorities identify the focus for the council, highlighting areas of potential collaboration between the county council, its partners and the residents of Lancashire to deliver our vision, 'Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper.'

The priorities are supported by a communications strategy, set out at Appendix 'B'. This strategy sets out how we will take a proactive approach to engage with our people, public and partners. A clear narrative ensures that our audiences understand our purpose and are part of our journey to improve.

#### Recommendation

Cabinet is asked to approve the following recommendations:

- (i) The Corporate Priorities 2021-2025, as set out at Appendix 'A', to be recommended to Full Council for adoption.
- (ii) Subject to the approval of Full Council of (i) above, the Communications Strategy as set out at Appendix 'B', be approved.
- (iii) Full Council be recommended to authorise the Chief Executive and Director of Resources, in consultation with the Leader of the County Council, to undertake an update of the corporate strategy, as set out in the report.

## Background and Advice

During 2018 elected members along with staff and other key stakeholders were consulted on the council's vision and values. Based on the consultation feedback, the council's vision was agreed, 'Here at Lancashire County Council we are helping you to make Lancashire the best place to live, work, visit and prosper.' A set of values describing the way we do things was also agreed as: supportive, innovative, respectful and collaborative.

Following the creation of the vision and values, a corporate strategy document was developed and approved by Full Council in 2019. This document remains at our strategic core and the Corporate Priorities 2021-2025, attached at Appendix 'A' sets out the focus for the council for the next four years to deliver against the strategy, and puts the need to work with communities and develop productive partnerships at the heart of it.

Our corporate priorities are organised under four headings:

- Delivering better services
- Protecting our environment
- Supporting economic growth.
- Caring for the vulnerable

These will be delivered in line with our values, through creating effective partnerships and by valuing our communities. Emphasis will also be placed on good governance and sound financial planning.

Our Corporate Priorities 2021-2025 have been created in such a way that they are accessible and easy to understand. They are presented visually in a way that allows them to stand alone.

The corporate priorities give clarity and structure for staff to understand how their roles and responsibilities contribute to the county council's key priorities and ambitions and provide focus for teams to develop service plans and work programmes that support them.

They also enable the county council's key partners, stakeholders, business and industry associates to be clear about the county council's 2021-2025 ambitions, which will aid the alignment of aims and facilitate collaborative work to deliver high quality, best value services that meet the needs of Lancashire's residents.

Following the approval of our corporate priorities 2021-2025, the document will be shared with staff, key partners and stakeholders. Service managers will play a key role in ensuring that teams have a sense of ownership of the vision, values and corporate priorities and they will feature strongly in the induction of new staff.

The corporate priorities document will be accessible both on-line and in hard copy and will support the county council brand identity by providing a 'golden thread' that will run through our vision, values, strategy and operational service delivery.

The Cabinet Committee on Performance Improvement will continue to have oversight of our high-level metrics and regularly receive the more detailed, service specific key performance indicators which enable elected members to monitor ongoing service delivery and performance. Reports to this committee and Overview and Scrutiny Committees and subsequent Cabinet, Full Council reports will be aligned to the priorities.

High level key performance indicators will be regularly reviewed and updated to ensure they remain current and relevant.

When the Corporate Strategy was agreed in 2019, Full Council agreed it would be subject to regular reviews and periodic refresh to keep it up to date and relevant. Therefore, it is proposed that Full Council be recommended authorise the Chief Executive, in consultation with the Leader of the Council, to undertake a review. This would be a "technical" review to ensure language, terminology, references and data etc were up to date, and would not make any material changes to the strategy itself.

Supporting Our Corporate Priorities 2021-2025 is our Communications Strategy 2021-2025, attached at Appendix 'B'. How Lancashire County Council communicates is key to realising our vision for Lancashire as the best place to live, work, visit and prosper. Good quality internal and external communications brings our story to life.

A coherent narrative and clear voice ensure that our people, elected members, stakeholders, customers, and the people of Lancashire understand our purpose and are part of our journey. Providing clarity and engagement that supports our aims and ambitions. Underpinned by our values of supportive, innovative, respectful and collaborative, our communications strategy, planning and delivery contribute to the success of our organisation. This strategy sets out how we will take a proactive approach to engage with our people, public and partners by demonstrating the best communications practices to deliver an excellent, value for money service. A clear narrative ensures that our audiences understand our purpose and are part of our journey to improve.

## **Consultations**

N/A

## **Implications:**

This item has the following implications, as indicated:

## **Risk management**

The county council's Corporate Priorities 2021-2025 is a key document, providing focus 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.

If our Corporate Priorities and Communication Strategy are not approved there is a risk that resources will not be deployed 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