Agenda Item 7a

2016-2020 Corporate Strategy Refresh for 2017/18

EXECUTIVE MEMBER: Mike Starkie, Elected Mayor

LEAD OFFICER: Corporate Leadership Team

REPORT AUTHOR: Fiona Rooney, Director of Resources & Strategic Commissioning (and Section 151 Officer)

WHY HAS THE REPORT COME TO THE COUNCIL?

This report forms part of the Budget & Policy Framework within an Elected Mayor authority. Council is receiving this information to consider and endorse the outcomes of the Corporate Strategy Refresh. This report also includes the report that was considered by the Executive on 14 February 2017 regarding the feedback from all consultations undertaken during December 2016 up to the close of consultation on 30 January 2017. All members have previously received a hard copy.

RECOMMENDATIONS:

Council is recommended to:

a) Note the amendments made by the Executive following Member questions and comments received at the Council meeting on 7 February 2017 in relation to the Town Centre Regeneration Ambition and links to the 2017/18 Capital Programme;

b) In light of Recommendation a) agree to the continued relevance of the 2016-2020 Corporate Strategy and agree to the 2017/18 Corporate Strategy Delivery Plan priorities; and

b) Note the feedback from all consultations undertaken during December 2016 up to the close of consultation on 30 January 2017 and the Executive’s responses (Appendix 1 to the report).

1. INTRODUCTION
1.1 The 2016-2020 Corporate Strategy has been embedded within the organisation in the current financial year with the priorities against the four ambitions as set out and agreed by Full Council on 25 February 2016. Regular performance monitoring has highlighted the progress and completions and expected completions of year one milestones for each of our four ambitions, Town Centre Regeneration, Commercialisation, Employment Skills and Social Wellbeing and Strengthen the Way We Operate.

1.2 In preparing our 2017/18 Corporate Delivery Plan and milestones, we recognise the stronger integration of our Commercialisation Ambition with our mission to Strengthen the Way We Operate. In 2016/17 we have undertaken a range of groundwork and investigations into the opportunities for additional commercialisation but focused much of our energy on understanding our market place for our existing service areas. In 2017/18 both these ambitions will remain to drive our commitment to delivering efficient services within the limited budgets available to us with an expectation of continued and increased integration of these two ambitions as we move into year 3 of the Corporate Strategy.

1.3 Our commitment within our Corporate Strategy is “to listen to the views of local residents and businesses to ensure that we are prioritising their needs within the financial constraints we experience”. This has been key along with performance data and the ever-changing context within which the Council operates to the priority setting for our 2017/18 Corporate Delivery Plan.

1.4 A report on the outcome of the Budget Consultation was presented to the Executive at its meeting on 14 February 2017. Hard copies of the report were subsequently provided to all Members and a copy is attached as Appendix 1 to this report for completeness.

2. **2017/18 CORPORATE DELIVERY PLAN – KEY DELIVERABLES**

2.1 The 2017/18 Corporate Delivery Plan main priorities and key deliverables are proposed as follows:

1 **Town Centre Regeneration**

   a. To complete the partnership master-planning activity for Whitehaven looking at town centre opportunities including following up on the growth deal bid and looking for other external resources to enable early delivery against the Final Whitehaven Masterplan.
b. To work with partners in each of the other three towns to agree priority plans and opportunities for each setting out delivery arrangements and funding required.

c. Continue our growth work to maintain appropriate land supply across the borough to facilitate commercial development and new housing.

d. Improve the environmental quality of our towns and major settlements through joint activity and a focus on community planning and engagement to enhance use of parks and open spaces. The Council will in 2017/18 look at a Parks Trust model and grow its recycling service as part of the commitment to a new environmental policy in quarter 4 of this current year. Consideration is being given to a 5% carbon reduction target over the next three years.

e. *Working in partnership with Overview and Scrutiny Committee and Town and Parish Councils, provide an investment scheme that encourages shops and businesses in towns and villages to enhance their appearance at street level.

*Council should note the addition of e. above following the Council meeting on 7 February 2017 and the Executive’s consideration of the feedback received.

2 Commercialisation

a. Use our Commercial Strategy to further increase our income generation and ensure increased sustainability and financial self-sufficiency within the Council and for its services to our residents and commercial customers. The 2016/17 branding for our commercial services will be launched along with a linked website offer. We will look to set up a trading company if needed and as set out in the Commercial Strategy.

b. Exploring opportunities from feasibility work on energy company and district heating potential to ensure any progression is financially viable and able to assist the residents of Copeland. To embed the financial inclusion intervention set up in 2016/17 with iChoosr to assist residents with reducing energy bills.

c. Continue our journey of creating a commercial culture within the Council through embedding the commercial awareness and skill base of staff and members to ensure commercialisation is a core attitude within the Council’s delivery approach to our Corporate Strategy.

d. Use and build on our experience and good practice of commercial and collaborative delivery models of existing and trade services when expanding our commercial approach within our services.
3 Employment, Skills and Social Wellbeing

a. Working with a wide range of partners and stakeholders on community benefit and socio-economic opportunities and resources to focus on social inclusion and in particular employment, skills and social wellbeing for all borough residents.

b. Use our social inclusion investment programme in 2017/18 to attract external funding to enhance our existing programme and resources targeted at specific social impact interventions in line with our policy priority areas.

c. To work closely with our statutory, voluntary and community sector partners and stakeholders to understand the impact of welfare reform on Copeland residents and work closely to minimise this impact.

d. Deliver an expanded Council apprenticeship programme with 5 apprentices during 2017/18 and offering traineeship and placement opportunities as a contribution to the Copeland skills and work partnership delivery. We will be using our apprenticeship levy resources to ensure quality training and support is in place.

e. Combine efforts on obtaining resources to develop local aspirations and learning opportunities.

f. Continue to take a key role in the Copeland Health and Wellbeing Forum driving initiatives to meet gaps in need and address long standing health inequalities impacting on our residents.

g. Engage actively within Cumbria to obtain resources and target interventions to address the impact on families, individuals and communities of domestic abuse.

4 Strengthen the Way We Operate

a. Following our major support services review process in 2016/17 and the detailed review of all the Council’s finances we will now focus in 2017/18 on embedding the new skills, commercial approaches and professional back office delivery.

b. Additional cost neutral resources from our Planning Performance Agreements will again be used to effect quality responses and updates on strategic and local evidence to strengthen our policy resources for National Significant Infrastructure Projects and corporate and growth frameworks.

c. Maintain our focus on our customers as set out in our Customer Strategy as we increase spend and activity towards an integrated digitally enabled council which includes an improved website, online planning solution and increased electronic interaction with council services. The Council began in 2016/17 to harness the potential of technology to improve performance and this remains our priority within the Corporate Strategy.
3. **2017/18 Budget Engagement Strategy**

3.1 Our statutory consultation with local businesses is scheduled for 19 and 20 January 2017 with a session in the South (Millom) and North (Whitehaven) of the borough as in previous years.

3.2 This has been supplemented by a number of other consultation mechanisms we regularly use for budget engagement each year. In particular we will use our resident electronic paper, Copeland Matters, to encourage feedback, provide paper copies in local offices and libraries, and link with both existing meetings of partners such as three tier meetings and present our proposals through our liaison routes with the voluntary and community sector. We will also send copies of our proposals to key stakeholders. The budget consultation is due to conclude on 30 January 2017.

3.3 As in previous years we will use our standard approach of consultation slides for use with our key stakeholders including residents setting out the Ambition priorities planned to deliver our corporate strategy in 2017/18, as set out in Section 2 above, alongside some key questions relating to specific budget proposals. These were agreed at the meeting of Executive on 13 December 2017.

3.4 A separate report considering the feedback from all consultations undertaken during December 2016 up to the close of consultation on 30 January 2017 was presented to the Executive for consideration at its meeting on 14 February 2017. The budget consultation report was shared with all Members of the Council as soon as it was published and a copy is attached as Appendix 1 to this report for completeness.

4. **Conclusion**

4.1 The Authority must set its Net Budget Requirement and Council Tax Requirement by 11 March each year. This report forms part of the process to ensure that legal requirement is met.

5. **Statutory Officer Comments**

5.1 Monitoring Officer Comments: No specific legal issues arise from the report. Any legal issues arising from specific projects identified in the corporate strategy will be dealt with as each project develops.

5.2 S151 Officer Comments: Financial implications are contained within the suite of reports being considered by the Council at this meeting.
5.3 EIA Comments: In undertaking the process for setting its budget, the Council’s aim will at all times be to secure compliance with its responsibilities under the Equality Act 2010 and in particular the public sector equality duty under that Act. The outcome of any decisions made following the budget engagement process, will be subject to further equality impact assessment. An overall Initial EIA has been carried out and will be monitored by the Equality Impact Assessment Members’ Group once finalised.

5.4 Policy Framework Comments: The Council’s Constitution sets down the Budget and Policy Framework Procedure Rules to be followed in budget setting.

Appendices:

Appendix 1: 2017/18 Budget Consultation External Feedback Report (Executive 14 February 2017)

List of Background Documents: