



Report of:	Meeting	Date
Councillor David Henderson, Leader of the Council and Garry Payne, Chief Executive	Council	5 March 2020

Business Plan 2019-2023 (Update 2020) and refreshed Strategic Narrative

1. Purpose of report

- 1.1** To seek approval of the Council's Business Plan for 2019-2023 (updated for 2020) and the refreshed Strategic Narrative.

2. Outcomes

- 2.1** To ensure that the council maintains a positive culture that is fit for purpose, during a time when local government is subject to rapid change.
- 2.2** To ensure that medium and long term resources and service provision are prioritised and planned in accordance with the Medium Term Financial Plan (MTFP), the aspirations of local residents, local research and data and the national policy framework.

3. Recommendation/s

- 3.1** To approve the Council's Business Plan for 2019-2023 (update 2020).
- 3.2** To note and support the refreshed Strategic Narrative.

4. Background

- 4.1** Each year, the Council produces a Business Plan. The Business Plan is a key document in the business planning framework and its purpose is to set out the Council's vision and priorities in line with the Medium Term Financial Plan (MTFP). The council has effective performance management arrangements in place which ensures that progress against the Business Plan is reported on a quarterly basis. This includes the involvement and support of Overview and Scrutiny Committee who receive quarterly performance review reports.

- 4.2** Corporate Management Team and Heads of Service work together to develop the Business Plan to ensure that it is focused on the right priority areas. The draft plan is then discussed with Management Board before being presented to the Overview and Scrutiny Committee. The Overview and Scrutiny Committee discussed the draft plan at their meeting on 27 January 2020.
- 4.3** A Strategic Narrative was agreed by full Council on 1 December 2016. The document set out a clear vision and three big goals for developing the right organisational culture and evolving how the Council works to keep itself fit for purpose. The Strategic Narrative complements the Council's business plan.
- 4.4** Following the new Corporate Management Team restructure which was implemented on 1 December 2019, it was felt timely to review the Strategic Narrative and ensure that it is still fit for purpose.

5. Key issues and proposals

- 5.1** The Business Plan is attached at Appendix 1 and sets out what the Council is prioritising over the coming years. It provides a guide for Members and officers to ensure that all decisions and activities support the effective achievement of our vision and priorities.
- 5.2** The Business Plan covers a four year period which has been developed to align with the four year election cycle. A new style plan was developed in 2019 and this format has been retained for the 2020 update. The vision remains the same as do the themes but the priorities and projects have been refreshed and updated. The delivery plan continues to be monitored on a quarterly basis and updates will be reported to Management Board and Overview and Scrutiny Committee.
- 5.3** An Equality Impact Assessment (EIA) has been carried out on the Business Plan which is a requirement of Section 149 of the Equality Act 2010 which imposes a legal duty, known as the Public Sector Duty (Equality Duty), on all public bodies, to consider the impact on equalities in all policy and decision making. The EIA concluded that the Business plan will have a positive impact for all of our residents in terms of advancing equality and fostering good relations. The impact of the business plan will be monitored quarterly and any necessary adjustments will be made to the EIA, as appropriate.
- 5.4** The refreshed Strategic Narrative is attached at Appendix 2. The three big goals have been aligned to our core values:-
- Working Collaboratively – An integrated and community-focused service offer
 - One Team One Council – A flexible change-ready workforce
 - Work Smart – Commercial and environmental awareness is embedded in everything we do.

- 5.5** The main changes to the Strategic Narrative have been to reflect our climate change responsibility and ensure that staff are aware that we take this seriously and that we want to ensure that we minimise the negative and maximise the positive impact on the environment in everything we do.

Financial and legal implications	
Finance	The Business Plan is closely aligned to the Medium Term Financial Plan (MTFP) to ensure that priorities are effectively resourced.
Legal	There are none.

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	✓
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	✓
ICT	x
data protection	x

Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

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List of background papers:		
name of document	date	where available for inspection

List of appendices

- Appendix 1 - Business Plan 2019-2023 (update 2020)
- Appendix 2 - Together we make a difference – Our Strategic Narrative

Business Plan 2019-2023

Updated January 2020

Our Vision: Wyre is a healthy and happy place where people want to live, work, invest and visit

People

OUR AMBITION - EMPOWERED COMMUNITIES

We will:

- Collaborate with residents and local stakeholders to support and maximise opportunities for improving health and wellbeing across our communities
- Transform the way customers access our services through making better use of technology
- Explore opportunities for communities and partners to deliver initiatives that build resilience and sustainability
- Work with partners to support and raise the aspirations of young people



Economy

OUR AMBITION - A STRONG LOCAL ECONOMY

We will:

- Work with the Fylde Coast Economic Prosperity Board to support economic growth and attract investment to Wyre
- Collaborate with our partners to facilitate vibrant town centres
- Support businesses to grow and prosper
- Work with transport authorities to improve the infrastructure and connectivity across the Fylde Coast
- Maximise commercial opportunities and deliver efficiencies

Place

OUR AMBITION - A QUALITY LOCAL ENVIRONMENT FOR ALL TO ENJOY

We will:

- Work with residents, Parish and Town Councils and businesses to plan, protect and enhance the quality of our neighbourhoods
- Utilise Wyre's USP - the Great Outdoors - supporting residents and visitors to maximise the opportunities from coast to countryside
- Collaborate with our partners to respond to a range of climate change issues, including our commitment to carbon footprint reduction and tackling flood risk across Wyre.

Delivering our Vision



Economy

How will we do this?

- Deliver the implementation plan for Hillhouse Technology Enterprise Zone
- Collaborate with partners to develop strategic economic plans such as the Greater Lancashire Plan
- Work with our partners to increase access for residents and businesses to high speed internet and wi-fi wherever possible
- Develop the Fleetwood Masterplan and facilitate external funding opportunities to support the future options to transform Fleetwood over the next 20 years
- Explore the feasibility of a Fylde Coast tramway/rail loop
- Explore investment and development opportunities for our town centres and key council assets

How will we measure progress?

- Take up of employment land
- Number of businesses supported
- % growth in business rate base at the Enterprise Zone
- Town centre vacancy rates
- Out of work benefit claimant count
- Visitor numbers to the borough
- % of fledgling businesses surviving - 18 months



People

How will we do this?

- Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well
- Maximise funding opportunities and deliver initiatives to support older people and people with disabilities to maintain independence
- Work with partners to improve the aspirations and resilience of our young people through programmes such as Positive Footprints
- Develop a programme of work that improves the sustainability and resilience of our communities
- Launch the next phase of the Digital Wyre Strategy ensuring customers have easy access to our services and that we embrace the opportunities new technologies bring

How will we measure progress?

- % of e-contacts as a % of total contacts
- Number of people helped to remain independent at home
- % of physically active adults
- Number of hours of career led learning delivered in Wyre through the Positive Footprints programme
- Number of leisure centre visits
- Number of volunteer hours
- % of resident population who consider themselves to be in good health



Place

How will we do this?

- Review the Wyre Local Plan 2011-2031
- Deliver the Wyre Beach Management Scheme
- Facilitate and support the improvement and use of parks and open spaces
- Implement initiatives and promote activity to help achieve a cleaner, greener Wyre
- Ensure the Wyre Community Lottery is well utilised to support good causes
- Develop and deliver action plans to reduce the effect of climate change on our borough
- Support our residents to reduce waste and increase reuse and recycling

How will we measure progress?

- Number of people attending outdoor activities
- Satisfaction with parks and open spaces
- Satisfaction with keeping public land free from litter
- Reduction in fly tipping reported
- Money raised for good causes by the Wyre Community Lottery
- Reduction in council carbon emissions
- Number of public electric charging points
- Number of trees planted
- % of household waste recycled

Wyre is a healthy and happy place
where people want to live, work,
invest and visit





Together we make a difference

Our Strategic Narrative

We are an innovative and ambitious council that strives to provide excellent customer focused services to the residents, businesses and visitors of Wyre. The next decade promises to be a complex and potentially challenging one for local authorities so it is imperative that we build on our strong foundations and work together to embrace change and to be open to different ways of working.

This plan sets out a clear path for evolving the way that Wyre Council works, and how we keep ourselves fit for purpose, during a time when local government will continue to change rapidly.

Our vision for the Council

Wyre is a healthy and happy place where people want to live, work, invest and visit

By 2025 we envisage the council will be characterised by;

- ✓ **A culture where everyone embraces working collaboratively.** We recognise that the most appropriate response to the pressures on the public sector is to work with and through others. We will actively develop the skills that will make us more effective in building strong, trusting and outward-focussed working relationships with other councils, partners, organisations and our communities; delivering excellent joined up services for the residents of Wyre.
- ✓ **Highest levels of performance with a clear focus on responsibility and empowerment.** We will make sure that everyone is clear about the part they play in delivering high impact outcomes. We will invest and develop the skills of our employees and promote team working across the council, allowing teams and team members to have greater flexibility, authority and control. Employees will have the opportunity to gain new skills and experiences through cross-directorate working.
- ✓ **Innovative, commercially minded and environmentally aware.** We will upskill our staff to think and act commercially, we will embrace new ways of working and we will be open to exploring innovative service delivery options. We will take our climate change responsibility seriously and work to ensure that we minimise the negative and maximise the positive impact on the environment in everything we do.

Achieving our vision

Our plan has **three big goals** for shifting the way the organisation works so that we deliver on our vision for the council. These goals are clearly aligned with our **core values** which are the key behaviours that all council employees should display.

Working Collaboratively - An integrated and community-focused service offer

Where possible our services will be delivered collaboratively with our partners, designed to enable communities and citizens to do more for themselves and to rely less on direct provision by the council. *Our approach will include:-*

- **Leading and demonstrating a collaborative approach to service delivery.** Where it allows us to deliver better services, we will work with our partners, whether that be other councils, town and parish councils, public sector partners and the community and voluntary sector, to design and deliver services that meet local needs and encourage more community involvement. We will explore new innovative ways to this collaborative approach to service delivery and empower our communities to build resilience and longer term sustainability.

One Team One Council - A flexible and change-ready workforce

Our colleagues will feel that the council embraces change and that their knowledge is at the forefront when making changes. Colleagues will feel highly valued, resilient and equipped to deal with the changing local government landscape. *Our approach will include:-*

- **Engaging our staff to achieve and sustain the highest levels of performance.** We will clearly set out the strategic direction of the council by engaging with our staff to share and embed the vision, goals and values. We will support our staff to embrace innovation in our drive for enhanced service delivery and encourage cross directorate working. We will create a culture of responsibility and empowerment and encourage a high performance culture across the Council. We will actively performance manage the delivery of the Business Plan and service plans.

Work Smart - Commercial and environmental awareness is embedded in everything we do

We will implement new ways to replenish dwindling government funding for local authorities. Our employees will be commercially minded, able to identify and maximise commercial opportunities. We will be mindful of our climate change commitment in everything we do and ensure that the council's activities are net-zero carbon by 2050.

Our approach will include:-

- **Maintaining financial discipline.** We will be financially astute delivering quality services, in conjunction with partners, on time and on budget. Our Medium Term Financial Plan and Efficiency Programme will be aligned with our Business Plan to ensure our objectives and priorities are properly resourced and funded appropriately.
- **Bringing commerciality into everyday thinking.** We will bring commerciality into everyday working across the organisation through improved procurement practices, better contract management and a focus on delivering established financial goals.
- **Working Green** – We will take environmental responsibility seriously and consider ways that we can reduce our carbon footprint in all our activities. We will minimise our negative and maximise our positive impact on the environment.