

**Cheltenham Borough Council**  
**Council – 4<sup>th</sup> April 2016**  
**Draft Corporate Strategy 2016-17**  
**Report of the Leader of the Council**

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| <b>Accountable member</b>             | Leader of the Council, Cllr. Steve Jordan   |
| <b>Accountable officer</b>            | Strategy and Engagement Manager, Richard Gibson   |
| <b>Accountable scrutiny committee</b> | All   |
| <b>Ward(s) affected</b>               | All   |
| <b>Key Decision</b>                   | No  |
| <b>Executive summary</b>              | The corporate strategy 2016-17 has been drafted and was reviewed by Overview and Scrutiny Committee on 22 <sup>nd</sup> February before being endorsed at Cabinet on 8 <sup>th</sup> March. The strategy is now put before full Council for approval.   |
| <b>Recommendations</b>                | <b>Council approves the 2016-17 Corporate Strategy (appendix 2) and uses this as a basis for monitoring the Council’s performance over the next twelve months.</b>  |
| <b>Financial implications</b>         | <p>None as a direct result of this report. The corporate strategy has been developed alongside the Medium Term Financial Strategy to ensure that there are sufficient budgets in place to deliver the outcomes as proposed.</p> <p>The corporate strategy will be reviewed on an annual basis to take into account our changing budgetary position.</p> <p><b>Contact officer: Paul Jones, GOSS Head of finance</b><br/> <b>E-mail: paul.jones@cheltenham.gov.uk</b><br/> <b>Tel no: 01242 775154</b></p> |
| <b>Legal implications</b>             | <p>The corporate strategy 2016-17 is the “corporate strategy” for the purposes of the Local Authorities (Functions and Responsibilities) Regulations 2000. The Executive is responsible for preparing the strategy which must then be submitted to and approved by council.</p> <p><b>Contact officer: Peter Lewis</b><br/> <b>E-mail: Peter.Lewis@tewkesbury.gov.uk</b><br/> <b>Tel no: 01684 272012</b></p>   |

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| <b>HR implications (including learning and organisational development)</b> | <p>Capacity to deliver the strategy will remain a key focus for the Senior Leadership Team. Effective forward planning, use of project management techniques, re-prioritising work streams are some of the tools available to ensure that there is adequate resource available to deliver the strategy.</p> <p><b>Contact officer: Julie McCarthy, Human Resources Manager, GO Shared Services</b><br/> <b>E-mail: <a href="mailto:julie.mccarthy@cheltenham.gov.uk">julie.mccarthy@cheltenham.gov.uk</a></b><br/> <b>Tel no: 01242 264355</b></p>  |
| <b>Key risks</b>   | <p>We recognise that if the council does not establish prioritised, realistic and achievable ambitions there will be continued pressure on organisational capacity and staff to maintain core services, and a risk of a perception of poor performance due to over ambitious or ill-informed planning.</p> <p>The Senior Leadership Team is responsible for the management of the risks associated with the delivery of the corporate strategy and where appropriate, risks are included on the corporate risk register.</p> <p>Elected members will have oversight of the corporate risk register through the scrutiny arrangements and through Audit Committee.</p> <p>Risks associated with the delivery of specific outcomes are identified in the corporate strategy and specific risk assessments are carried out as part of our programme and project management arrangements.</p> |
| <b>Corporate and community plan Implications</b>                           | <p>The corporate strategy sets out the framework for our corporate priorities.</p>  |
| <b>Environmental and climate change implications</b>                       | <p>The corporate strategy sets out the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.</p>   |

## 1. What do we want the corporate strategy to do?

- 1.1 The corporate strategy sets out the following:
- A vision statement;
  - The four priority outcomes that we will be working towards;
  - The context for the year ahead in terms of needs, challenges and opportunities and proposed commissioning intentions;
  - The council's priority actions to deliver the outcomes;
  - The milestones, indicators and risks by which progress will be measured.

## 2. How we have prepared the draft strategy

- 2.1 Officers and cabinet members have been fully involved in the development of the corporate strategy.
- 2.2 The corporate outcomes focus on three high level place-making outcomes covering social, environmental and economic, with an internal "transformation" outcome covering commissioning, asset management and financial management.
- 2.3 Each outcome has an introductory section which sets out the context and an analysis of needs, together with a summary of challenges and opportunities. There is then a statement of the council's commissioning intentions in regard to that outcome.
- 2.4 To reflect the change in the way the council delivers its services, each outcome has a section that

identifies which organisations have been commissioned to deliver that outcome, the organisations we will work in partnership with and the services that CBC will continue to directly provide.

- 2.5** Alongside the priority actions and milestones, thought has also been given to measuring progress through outcome measures (how we will measure positive changes to the outcome) and service measures (how we will measure the direct contribution of our activities). Finally, the relevant corporate risks to the delivery of that outcome have been listed.

### 3. Consultation and feedback

3.1 The draft action plan was considered by the Overview and Scrutiny committee on 22 February 2016. The following observations were made.

| Observation   | Response   |
|---|--|
| Cllr. Hay suggested we include the term “vibrant” in the vision statement   | Now included   |
| Cllr. Hay suggested a minor re-wording of our transformation outcome to reflect that the council’s role is to enable and facilitate delivery of outcomes, rather than to deliver them directly. | Now re-worded<br><i>Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents</i>  |
| Cllr. Hay asked about how we can increase recycling opportunities for people living in HMOS or blocks of flats and whether this could be included in the action plan.                           | Response from Joint Waste Team:<br><br>Unfortunately there is no one-size fits all solution for HMO’s and flats, so each block often has to have a bespoke solution which allows its residents to fully partake in the recycling service available to them.<br><br>Officers are currently looking at the service options available in the future and increasing recycling opportunities for residents of HMO/Flats recycling is a priority within this review. |
| Cllr. Ryder backed up Cllr. Hay’s request as she is aware of disabled residents living in blocks of flats who find it a challenge to manoeuvre recycling boxes.                                 | As above   |
| Cllr. Ryder requested a mention of the SSSI on Leckhampton Hill   | Now included   |
| Cllr. Wilkinson asked that consideration be given to including reference to enabling sustainable transport in the vision statement.   | Now included   |
| Cllr. Mason wanted a clarification added to the JCS milestone that this was subject to council approval   | Now included   |
| Cllr. Mason wanted clarification about the inclusion of CR89 – a corporate risk about St. Pauls phase 2   | This risk has now been closed and will therefore no longer appear in the corporate strategy.   |
| Cllr. Hay asked that consideration be given to including reference to improving the town’s air quality in the corporate strategy  | Now added to list of services, but no specific action identified with the 16-17 action plan as air quality improvement actions are dependent upon the progress Cheltenham Transport Plan, and travel related initiatives from the County Council as part of the LSTF.  |

## 4. Next Steps

- 4.1** The corporate strategy sets out our intended milestones and performance indicators associated with the four outcomes and provides the basis for monitoring the council's performance over the next twelve months.
- 4.2** To promote accountability, the Senior Leadership Team will receive quarterly performance reports that will set out progress made against corporate strategy milestones and performance indicators.
- 4.3** Monitoring reports will be brought to the Overview and Scrutiny Committee and it is suggested that this is done at least half-yearly. In addition, the annual report detailing performance from the previous financial year will be brought in June to council for consideration.

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| <b>Appendices</b>    | 1. Risk assessment<br><br>2. Draft Corporate Strategy action plan 2016-17                             |

## Risk Assessment

## Appendix 2

| The risk  |   |             |             | Original risk score<br>(impact x likelihood) |   |       | Managing risk |  |          |                     |
|-----------|---|-------------|-------------|--|---|-------|---------------|--|----------|---------------------|
| Risk ref. | Risk description  | Risk Owner  | Date raised | I  | L | Score | Control       | Action   | Deadline | Responsible officer |
| CR75      | CR75 - If capacity to deliver key projects is achieved by diverting necessary resources away from either core services or other provider commitments, then there is a risk of not being able to deliver all of the business as usual expectations including a failure to comply with internal controls that could in turn impact on our reputation and finances | Pat Pratley |             | 3  | 3 | 9     | Reduce        | Gathering of projected resource data on the council's key programmes and projects takes place quarterly. This enables the council's Senior Leadership Team to review demands alongside the resource needs of their core services and modify plans if necessary.' | 1.4.17   | Ken Dale            |