

**Cheltenham Borough Council**  
**Council – 27 March 2017**  
**Draft Corporate Strategy 2017-18**  
**Report of the Leader of the Council**

<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 2017-18 has been drafted and is now put before full Council for approval.
<b>Recommendations</b>	<b>Council approves the 2017-18 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>  <b>E-mail: paul.jones@cheltenham.gov.uk</b>  <b>Tel no: 01242 775154</b></p>
<b>Legal implications</b>	<p>The corporate strategy 2017-18 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>  <b>E-mail: Peter.Lewis@tewkesbury.gov.uk</b>  <b>Tel no: 01684 272012</b></p>
<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>  <b>E-mail: julie.mccarthy@cheltenham.gov.uk</b>  <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>	The corporate strategy sets out the framework for our corporate priorities.
<b>Environmental and climate change implications</b>	The corporate strategy sets out the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.

## 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 council's priority actions to deliver the outcomes;
  - The milestones, indicators and risks by which progress will be measured.

## 2. The proposed vision for Cheltenham

- 2.1 This year, the council has been supporting the preparation of a place strategy for Cheltenham which sets out a shared vision for Cheltenham for the kind of town we want Cheltenham to be in the future.

“We want Cheltenham to be a place where everyone thrives”

We will do this by linking our heritage to an exciting future by being;

- Creative
- Pioneering
- Nurturing
- Connected and re-connected

## 3. Our outcomes

- 3.1 For the purposes of corporate strategy 2017-18, we have focused our efforts on three high-level outcomes covering the issues that matter most to our residents, businesses and visitors. We also have an internal “transformation” outcome covering commissioning, asset management and financial management. The outcomes are:
- Cheltenham's environmental quality and heritage is protected, maintained and enhanced
  - Sustain and grow Cheltenham's economic and cultural vitality
  - People live in strong, safe and healthy communities
  - Our council can continue to facilitate the delivery of our outcomes for both Cheltenham and its residents

## 4. Next Steps

- 4.1** The corporate strategy sets out our intended milestones 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.
- 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>	<ol style="list-style-type: none"><li>1. Risk assessment</li><li>2. Draft Corporate Strategy action plan 2017-18</li></ol>

The risk				Original risk score (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