

Cheltenham Borough Council
Council – 26 March 2018
Interim corporate strategy action plan 2018-19
Report of the Leader of the Council

Accountable member	Leader of the Council, Cllr. Steve Jordan
Accountable officer	Strategy and Engagement Manager, Richard Gibson
Accountable scrutiny committee	All
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The interim corporate strategy action plan for 2018-19 has been drafted and is now put before full Council for approval. This sets out a range of projects and initiatives where there is a current commitment.</p> <p>It is then proposed that a longer-term corporate strategy is brought back to Council in July 2018 that will set out a longer-term plan of action.</p>
Recommendations	<p>Council approve the interim corporate strategy action plan for 2018-19 (appendix 2) and uses this as a basis for monitoring the Council's performance.</p> <p>Council delegates authority to the Chief Executive, in consultation with the Leader of the Council, to make subsequent changes to the Interim</p>

	corporate strategy action plan as a result of this Council meeting.
Financial implications	<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>Contact officer: Paul Jones, Chief Finance Officer. E-mail: paul.jones@cheltenham.gov.uk Tel no: 01242 775154</p>
Legal implications	<p>The corporate strategy 2018-19 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>Contact officer: Peter Lewis E-mail: Peter.Lewis@teWKesbury.gov.uk Tel no: 01684 272012</p>
HR implications (including learning and organisational development)	<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>Contact officer: Julie McCarthy Strategic HR & Client Manager E-mail: julie.mccarthy@cheltenham.gov.uk Tel no: 01242 264355</p>

Key risks	<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>Specific risk assessments are carried out as part of our programme and project management arrangements.</p>
Corporate and community plan Implications	The corporate strategy sets out the framework for our corporate priorities.
Environmental and climate change implications	The corporate strategy sets out specific actions to fulfil the council's commitment to reducing carbon emissions and adapting to the impacts of climate change.

1. Introduction

- 1.1 Every year, the council publishes its annual corporate strategy action plan setting out the priority outcomes that the council will be working towards, the priority actions to deliver the outcomes and the key milestones by which progress will be measured.
- 1.2 This year, it is proposed that an interim corporate strategy action plan is brought forward for approval by council in March 2018. This will set out a range of projects and initiatives where there is a current commitment.
- 1.3 It is then proposed that an updated corporate strategy is brought back to Council in July 2018 that will set out a longer-term plan of action and a more robust performance management framework.
- 1.4 The interim corporate strategy action plan for 2018-19 sets out the following:
 - The four priority ambitions that we will be working towards;
 - The council's priority actions to deliver the ambitions;
 - The milestones by which progress will be measured.

2. 2018-19 Corporate Strategy Alignment

- 2.1** The two key strategic documents that have helped shape this year's corporate strategy are the draft place strategy and the council's medium term financial strategy.

3. Draft Place Strategy

- 3.1** This year, the council has been facilitating 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. The vision is that Cheltenham is a place:

- Where all our people and the communities they live in thrive;
- Where culture and creativity thrives, celebrated and enjoyed throughout the year;
- Where businesses and their workforces thrive; and
- Where everyone thrives.

3.2 Place ambitions and aspiration

- 3.3** The place strategy sets out three ambitions for Cheltenham, supported by nine aspirations. It is proposed that these form the framework for the 2018-19 corporate strategy together with a fourth internal transformation ambition.

- 3.4** The proposed corporate framework is therefore as follows:

- Cheltenham enables business growth by being better connected.
- Champions physical and mental wellbeing
- Cheltenham is internationally renowned for its culture, heritage, food and sport.
- Cheltenham Borough Council contributes to a thriving Cheltenham and delivers excellent services to its customers

- 3.5** By aligning our corporate planning framework to the place strategy framework we are making a powerful statement in support of the place strategy and providing more detail about how the place ambitions and aspirations will get delivered.

4. The council's medium term financial strategy

- 4.1** The council's medium term financial strategy sets out plans for achieving £3.3m worth of savings and/or income growth over the next four years. The four areas where efforts will be focused will be:

- Place and Economic Development Division
- Organisational Change
- Finance and assets

- Use of reserves

4.2 Again these themes are referenced in the action plan.

5. Next Steps

- 5.1** The corporate strategy sets out our intended milestones associated with the four ambitions and provides the basis for monitoring the council's performance.
- 5.2** To promote accountability, the Senior Leadership Team will receive quarterly performance reports that will set out progress made against corporate strategy milestones.
- 5.3** 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.
- 5.4** After the elections, work will begin on developing the longer-term corporate strategy and performance framework with the intention of bringing in back to full council in July. This will include involving members through overview and scrutiny and through other meetings as appropriate.

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Appendices	1. Risk assessment 2. Interim Corporate Strategy action plan 2018-19

Risk Assessment

Appendix 2

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	Service managers and project managers are responsible for identifying capacity shortfalls and escalating those that cannot be resolved. Currently reviewing whether any further systematic action is needed.	June 2018	Pat Pratley