

CABINET



Report subject	Corporate Strategy – Delivery Plans
Meeting date	12 February 2020
Status	Public Report
Executive summary	<p>BCP Council's Corporate Strategy was adopted by Council in November 2019.</p> <p>The strategy sets out the Council's vision, ambition and priorities, and the values which underpin the way the council will work as it develops and delivers its services.</p> <p>Delivery plans have now been prepared in consultation with Cabinet Members, Members of the Directors Strategy Group and Council officers to show how the priorities will be achieved.</p> <p>These high-level plans explain some of the journey so far, the current and future planned activity under each individual objective, and how success will be monitored and measured.</p> <p>The delivery plans will be a key component of a Corporate Performance Management Framework.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none">(a) Approve the delivery plans(b) Supports the development of a Corporate Performance Framework to provide a mechanism for monitoring progress and ensuring accountability for delivery.
Reason for recommendations	<p>A corporate strategy is vital for identifying and gaining visibility of the Council's key priorities. These represent the objectives and outcomes that the Council's performance will be judged against.</p> <p>The strategy's objectives are the beginning of a golden thread that links personal, team and service performance to the things that matter most to the organisation and as such will be a vital component of the Council's performance management framework.</p> <p>The strategy will influence the allocation and distribution of resources ensuring that the organisation commits its limited resources in accordance with its stated priorities.</p>

Portfolio Holder(s):	Councillor Vikki Slade, Leader of the Council
Corporate Director	Julian Osgathorpe, Corporate Director
Contributors	Matti Raudsepp – Director of Organisational Development Bridget West – Head of Insight, Policy & Performance
Wards	ALL
Classification	For Decision

Background

1. The BCP Council Corporate strategy was developed following a process of stakeholder engagement over the summer in 2019.
2. Feedback from engagement activities was used to reshape the document and a final headline Corporate Strategy was adopted by Full Council in November 2019.
3. The next stage of preparing the Corporate Strategy was to develop delivery plans which aligned with the Council's budget setting process.

Delivery Plans

4. The strategy sets out the Council's vision, ambition and priorities, and the values which underpin the way the council will work, as it develops and delivers its services.
5. The delivery plans set out some of the journey so far, the current and future planned activity under each individual objective, and how we will monitor and measure success.
6. These are high level plans and there is one for each priority:
 - Sustainable Environment
 - Dynamic Places
 - Connected Communities
 - Brighter Futures
 - Fulfilled Lives
7. There is an additional delivery plan setting out how the Council will achieve its commitment to be a modern, accessible and accountable council.

8. Several actions and objectives are shared with partners in the public, private and third sector and are included in partnership strategies and plans.
9. The Council's Corporate Strategy and the delivery plans are the beginning of a golden thread that will link service, team and personal performance to the things that matter most to the organisation. Together they are the key components that will lead the Council's corporate approach to performance management.
10. The delivery plans have not been designed to capture all the services the Council provides. They identify some of the key projects and priorities for improvement or development. Once service and team plans are in place, they will capture in more detail the 500 plus services the Council provides.
11. The strategy will influence the allocation and distribution of resources, ensuring that the organisation commits its limited resources in accordance with its stated priorities.
12. Progress will be monitored on a quarterly basis against an agreed set of measures and targets.

Next Steps

13. Measurement processes, baseline positions, targets and intervention levels will be set as part of a corporate performance management framework and agreed reporting process, which is currently being developed. This will be presented to Cabinet in March 2020.
14. All delivery plan actions will become personal performance goals for individual Service Directors in line with an agreed performance management framework.

Summary of financial implications

15. Financial implications have been considered as part of the development of the delivery plans and where appropriate identified in the Council's Medium-Term Financial Plan. The delivery of the actions contained in the delivery plans, including funding considerations, may be subject to further Cabinet decisions in due course.

Summary of legal implications

16. There are no immediate legal implications arising from this report, although the implementation of the specific actions contained in the delivery plans may result in the need for legal input which will be considered on a case by case basis.

Summary of human resources implications

17. The change and transformation commitments identified in the Corporate Strategy and delivery plans will result in several implications for the way staff work and specifically the pay and conditions that apply to them. These will be managed in accordance with the Council's change management policy and where necessary subject to trade union consultation and collective bargaining.

Summary of environmental impact

18. The Corporate Strategy and delivery plans identify the Council's ambitious agenda to tackle climate change and to protect the natural environment. These commitments will be subject to separate council decisions and considerations in due course.
19. It has been aligned to the [United Nations Sustainable Development Goals](#). These goals are a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all.

Summary of public health implications

20. The Corporate Strategy and delivery plans express a range of actions that underpin the Council's commitment to its public health objectives.

Summary of equality implications

21. The Council's equality and diversity commitments are expressed throughout the Corporate Strategy and individual equality impact assessments will support all new projects and plans set out in the delivery plans.
22. An equality impact assessment has been undertaken for the Corporate Strategy and is published on the Council's [website](#).

Summary of risk assessment

23. Risks and issues have been considered by service units leading on the actions set out in the individual delivery plans.

Background papers

BCP Council's Corporate Strategy
Key Facts 2019 – State of Bournemouth, Christchurch and Poole Report

Appendices

Appendix 1 - BCP Council Corporate Strategy and Delivery Plans