

Bath & North East Somerset Council

MEETING:	Corporate Policy Development & Scrutiny Panel
MEETING:	15th July 2019
TITLE:	Corporate Strategy Framework
WARD:	All
AN OPEN PUBLIC ITEM	
List of attachments to this report: None	

1 THE ISSUE

- 1.1 This report is an opportunity to engage the Panel prior to further development of the Council's new Corporate Strategy.

2 RECOMMENDATION

The Panel is asked to;

- 2.1 Comment on the emerging strategic themes, process and approach for the new Corporate Strategy
- 2.2 Consider the role of the PDS Panels in developing the new Corporate Strategy framework and providing policy development, scrutiny and review of its implementation
- 2.3 Consider how best to ensure the Corporate Strategy is accompanied by a rigorous, public-facing performance monitoring regime which highlight the council's performance against plan delivery

3 THE REPORT

Background

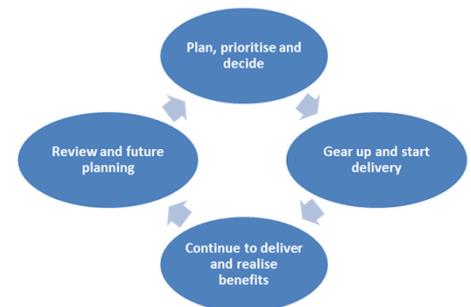
- 3.1 The Corporate Strategy is the Council's overarching strategic planning document, articulating the organisation's key aims and ambitions and guiding our activities and budget decisions.
- 3.2 The current Corporate Strategy, adopted in 2016, sets out the strategic direction for the Council to March 31st 2020. More recently, the Council published an Organisational Plan for 2019/20 and has also begun to articulate the services that we can deliver based on the resources we can reasonably expect to have at our disposal. The Council has adopted new Organisational Values to underpin

this and is developing a People Strategy to help with culture development, workforce planning and skills and training for staff.

3.3 The election of a new Council in May of this year, and the subsequent appointment of a new Leader of Council and Cabinet, provides an opportunity for the creation of a new Corporate Strategy to reflect these changes. This will set out the new Council and Cabinet's priorities and focus for the next 4 years, guiding decision-making, business planning and resource allocation over that period.

3.4 The new Corporate Strategy will set the context for the council's financial and budget strategy in the light of the new administration's priorities and be built around a 4 -phase planning cycle, as below:

- Phase One – Plan, prioritise and decide
- Phase Two – Gear up and start delivery
- Phase Three – Continue to deliver and realise benefits
- Phase Four – Review and future planning



3.5 The new Corporate Strategy will bring together

- the council's key service commitments
- its wider financial strategy and change programme, including initiatives such as moving to a more digital approach to service delivery
- the priorities, plans and focus for change of the new administration.

3.6 A particular emphasis will be on acting on the climate emergency, with a dedicated Cabinet member for this area of work. The draft strategy will therefore contain key commitments under this ambition, include assessing the impact of council decisions on climate change and working with the community and local businesses. This will also reflect the March 2019 Council resolution for our area to become carbon neutral by 2030

3.7 Linked to the commitment to address the climate emergency are ambitions to **deliver improvements for local residents** and promote more sustainable communities including:

- securing more affordable and social housing and improving the quality of rented housing, as well as making our housing stock greener and tackling fuel poverty
- reducing congestion and delivering significant improvements to public transport, walking and cycling facilities. Alongside the introduction of the Clean Air Zone, there are wider ambitions for a more pedestrian-friendly city centre and to reducing the impact of cars in residential streets through better traffic management and reductions in 'rat-running'

3.8 The draft Strategy will also highlight broader ambitions including opening up the council and promoting transparency by giving people a bigger say, including

promoting schemes such as Citizens Juries to involve local people in decision-making. The document will also be developed in the context of the financial challenges facing the council, particularly the well-publicised and nation-wide issues facing local government relating to the costs of social care. For this reason, it is expected also that the draft strategy will highlight proposal to address these issues through **focusing on prevention**.

3.9 A programme of engagement on the draft Strategy will be carried out later on the year. The table below provides a high level timetable for developing and engaging on a new Corporate Strategy:

July / August	<ul style="list-style-type: none"> Engage PDS on process and overall approach Begin drafting Corporate Strategy and use it to inform the Medium Term Financial Strategy (MTFS)
September	<ul style="list-style-type: none"> Cabinet report setting out approach to Corporate Strategy and MTFS, including next steps
	<ul style="list-style-type: none"> Prepare organisational frameworks to monitor and deliver the strategy including performance management and partnership structures
September-January	<ul style="list-style-type: none"> Engagement on the draft Corporate Strategy and budget options (including PDS Panels, Area Forums and Third Sector Group)
February 2020	<ul style="list-style-type: none"> Adoption of Corporate Strategy and budget

3.10 Policy Development and Scrutiny (PDS) members have a key role throughout the lifetime of the Corporate Strategy, with particular aspects emphasised at certain phases in the planning cycle , as below.

Corporate Strategy Framework- Planning Cycle	PDS members' role
<u>Phase One</u> Plan, prioritise and decide	<ul style="list-style-type: none"> Ensure challenge so that priorities are reflective of local needs and outcomes and that learning from previous experience is reflected in the approach Consider whether appropriate performance measures, targets and milestones have been adopted Consider the robustness of resource allocation to ensure delivery on the Strategy's commitments
<u>Phase Two</u> Gear up and start delivery	<ul style="list-style-type: none"> Consider whether effective project management systems are in place for particular aspects of delivery and that project plans and proposals have involved the community from the outset Undertake monitoring against targets, integrated with financial reporting Check against delivery of agreed corrective action to bring targets and projects back on track Highlight any cross-cutting issues across the Panels arising from the Strategy's delivery
<u>Phase Three</u> Continue to deliver and realise benefits	
<u>Phase Four</u> Review and future	<ul style="list-style-type: none"> Check against overall delivery of the Strategy's objectives and outcomes

planning	<ul style="list-style-type: none"> • Share learning from successes and areas for improvement • Consider the key changes that have taken place since the Strategy was adopted and feed into review
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3.11 As part of this overall approach to monitoring the Corporate Strategy, the Panels may also want to consider the best way to utilise their ‘policy development’ role and how each Panel can feed into the relevant parts of the framework as it progresses. For instance, this could take the form of specific review work which identifies recommendations for Cabinet on key priority areas.

4 STATUTORY CONSIDERATIONS

4.1 The Corporate Strategy is the Council’s overarching strategic plan and forms a key part of the Policy and Budget Framework in the Council’s constitution. It is an essential communication tool and will provide a clear framework for officers and members to work within. It will outline the key priorities of the Council and help to guide activity and decision making.

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 The Corporate Strategy will outline the Council’s key priorities over the next 4-5 years. This will form a key consideration in the allocation of Council resources as part of the annual budget setting process and development of the 5- year Medium Term Financial Strategy.

5.2 The Medium Term Financial Strategy is currently being updated for agreement by Cabinet in September 2019. More detailed information on Council budget proposals will also be presented to the Panel later in the year.

6 RISK MANAGEMENT

6.1 A risk assessment related to the issue and recommendations will be undertaken, in compliance with the Council’s decision making risk management guidance.

7 CLIMATE CHANGE

7.1 As stated in the body of the report, addressing the climate emergency and helping to achieve carbon neutrality by 2030 has been identified as a key theme for the new administration, in line with Council’s declaration of a climate emergency. This is one of the key themes in the strategy and will require a significant cross-organisational and community mobilisation. A dedicated Panel for Climate Change and Sustainability has been established and a report updating on progress reported to Council in October.

8 OTHER OPTIONS CONSIDERED

8.1 None

9 CONSULTATION

9.1 The Cabinet Member for Resources has been consulted on the drafting of this report as well as the S151 Officer and Monitoring Officer.

9.2 As the Corporate Strategy is further developed, a programme of engagement will be undertaken as set out above.

Contact person	Andy Thomas, Head of Strategy Engagement & Marketing, (01225 394322)
Background papers	B&NES Corporate Strategy 2016-20 - https://www.bathnes.gov.uk/sites/default/files/bnes_corporate_strategy_2016-2020.pdf B&NES Organisational Plan 2019-20 - https://democracy.bathnes.gov.uk/documents/s54461/E3106z%20Annex%2010%20Organisational%20Plan%202019-20.pdf
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