

# Adoption of the Corporate Strategy 2012

**Cabinet**

**Date: 17<sup>th</sup> October 2012**

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Author:	Leader of the Council Board Director, Commissioning
Wards:	All wards
Locality Affected:	All localities
Parishes Affected:	All parishes

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## **1. Purpose and Reasons**

- 1.1 To seek approval of the seventeen measures of success, which constitute Part Two of the Council's Corporate Strategy.
- 1.2 In defining what success looks like, these measures complete the Corporate Strategy by building on Part One approved by Cabinet on 11<sup>th</sup> July 2012, which set out:
  - The purpose and scope of the Corporate Strategy,
  - The Council's most important challenges and opportunities,
  - The Council's five Priorities,
  - The Strategies that will achieve those five Priorities, and
  - The relationship between the Corporate Strategy and One Swindon, Stronger Together, the Budget Strategy, and the Commissioning Plan.
- 1.3 The complete Corporate Strategy will combine Parts One and Two with a suitable narrative and design and will be considered for adoption by the full Council on 8<sup>th</sup> November 2012.

## **2. Recommendations**

Cabinet is recommended to -

- 2.1 Approve the revised wording of the Council's proposed five Priorities as set out in paragraph 3.3 of this report, for inclusion in the Council's 'Corporate Strategy' to be submitted to Council on the 8<sup>th</sup> November 2012,.
- 2.2 Approve the suite of seventeen measures of success listed in paragraph 3.5 to be submitted to Council as Part Two of the Council's 'Corporate Strategy'.
- 2.3 Authorise the Board Director, Commissioning, in consultation with the Leader of the Council, to finalise the 'Corporate Strategy' for submission to the Council on 8<sup>th</sup> November 2012.

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- 2.4 Authorise the Board Director, Commissioning, in consultation with the Leader of the Council, to develop and implement a system for embedding the approved 'Corporate Strategy' into commissioning, financial and business plans, other key strategies, and the Council's corporate performance management framework.

## **3. Detail**

- 3.1 A Corporate Strategy is critical to the Council's success because it provides a clear statement of the Council's Priorities. These Priorities will provide the basis for making decisions about which courses of action are most likely to meet our most important challenges successfully.
- 3.2 The proposed Corporate Strategy builds on One Swindon and Stronger Together by translating them into a single set of Council priorities, giving direction and purpose. It will also provide a clear direction to support resource allocation decisions through commissioning, financial and business planning and other key functional strategies such as the Local Plan.
- 3.3 It is suggested that the wording of the proposed five Priorities be reviewed in order to be more accessible to a wider range of audiences whilst holding true to the original meaning. The table below shows the existing wording approved by Cabinet on 11<sup>th</sup> July 2012 (Minute 16 2012/13 refers) and the suggested revised wording.

Existing wording	Suggested revised wording
Work with residents to create neighbourhoods, which are clean and well cared for	Work with residents to create well cared for neighbourhoods
Create the environment for good economic growth	Right skills, right jobs, in the right places
Rebalance the mix of our interventions to prevent or reduce vulnerability and health inequalities	Together, find new ways to reduce vulnerability and improve health for all
Work together with young and older people, families and communities to help them fulfil their potential	Work with people and families to help them fulfil their potential
Make full use of Swindon's untapped resources, while better prioritising the Council's spending	Consistently make best use of all available resources and focus them on what matters most

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- 3.4 On 11<sup>th</sup> July 2012, Cabinet authorised the Head of Strategy and Innovation to work with Members and officers to develop a suite of measures of success for the proposed Corporate Strategy.
- 3.5 Following a comprehensive range of discussions, the following seventeen measures are now recommended to Cabinet. Whilst a number of the measures will contribute to more than one of the Council's proposed five Priorities, for ease of reference the measures are listed under the Priority that is seen as most relevant.

## Work with residents to create well cared for neighbourhoods

- The majority of residents are satisfied that their neighbourhood is clean and well cared for.
- Increase the number of residents who are regularly involved with cleaning and caring for a neighbourhood year on year.

## Right skills, right jobs, in the right places

- Work in partnership with schools, academies, colleges and other learning providers to increase the percentage of young people achieving 5 GCSEs at grades A\*-C and 2 A 'Levels at grades A\*-E by the age of 19 and in the adult working age population increasing the percentage with higher level qualifications such as Higher National Diplomas and degrees to reach and exceed the national average through year on year improvement.
- Work in partnership with schools and academies to increase the percentage of young people achieving five GCSEs at grades A\*-C including English and Maths to reach and exceed the national average through year on year improvement.
- Provide a net increase of readily available employment land.
- Reduce youth unemployment to below the national average.
- Increase the rate of growth in Gross Value Added relative to our comparators.
- Increase income year on year from business rates through growth.

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## Together, find new ways to reduce vulnerability and improve health for all

- As part of our wider work with children and families, we will improve the lives of 370 'troubled families'. These are defined by the 'Troubled Families Programme' based on the criteria of improving attendance and reducing exclusions for school age children, reducing anti-social behaviour across the family, reducing youth offending and by supporting adults and young people within the family to progress into work.
- Reduce the number of children on new child protection plans, which are second or subsequent plans, to no more than 12.5% in any year.
- Support vulnerable children to stay in Swindon and deliver better value for money through increasing the proportion spent on independently funded placements for children in care within Swindon to 92.8 % as a proportion of the total spend
- Support people to live healthier lives by :
  - Reducing the level of obesity at age 11 to no more than the average rate for England.
  - Reducing smoking prevalence to 20% or less by 2015.
  - Halting the rise in alcohol related admissions to acute care.
  - Increasing the number of people physically active to 25% by 2015.
  - Offering all eligible people an NHS cardio vascular health check once every five years
- We will increase the number of people living at home for longer through:
  - Supporting people to remain in their own homes or in community based care and reducing the number of new entrants in to residential care.
  - Increasing the number of adults with learning disabilities in supported living accommodation rather than residential care.

resulting in an overall 5% reduction in the numbers of adults in residential care by 2015.

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## Work with people and families to help them fulfil their potential

- The Listening Council will increase the number of:
  - Engagement meetings held.
  - People who have benefitted from community grants.
  - People coming to locality activities.
  - Case studies showing evidence of the positive impact of localities work across all areas of Swindon.

## Consistently make the best use of all available resources and focus them on what matters most

- Deliver, with our partners, a balanced Council budget each year that aligns resources to achieve the Council's Priorities.
- We will be in the upper quartile when measured against other local authorities for performance in efficiency and value for money.
- More people understand and contribute to the budget process in the Council.

## **4. Alternative Options**

No alternative options are proposed.

## **5. Implications, Diversity Impact Assessment and Risk Management**

### Financial and Procurement Implications

- 5.1 The Priorities, Strategies and Measures set out in the proposed Corporate Strategy, together with the more detailed plans being developed beneath them, will enable officers to work with Members to re-prioritise how the Council spends its money. The aim of this is to achieve the maximum value from the reducing level of resources available to contribute to the Council's Priorities and deliver the savings necessary to balance the Council's finances.

### Legal and Human Rights Implications

- 5.2 Legal and Human Rights implications have been taken into account in drafting this report. It is considered that the report's recommendations are compatible with Convention rights.

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## All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 Delivery of the Corporate Strategy will require a wide-ranging programme of capability development and culture change so that local people are at the heart of everything we do. Staff will need to work with communities and individuals to support them to find their own solutions to challenges they face.

## Links to One Swindon, the Council's Priorities, Plans and Policies

- 5.4 There are close links with One Swindon and Stronger Together, and with the Council's Commissioning Plan.

## Diversity Impact Assessment

- 5.5 In the development of the proposed Corporate Strategy, equality considerations have had significant focus. The Equalities Task Group has been involved on a number of occasions to assist in maintaining this focus. This report, together with the supporting appendices forms a high level Diversity Impact Assessment (DIA) including our justification for this choice of priorities.
- 5.6 The Priorities, Strategies and Measures will be delivered in ways which will achieve Swindon's Equality vision. Each will be based in understanding who our local communities are and then making our services and employment accessible to them. They will be the subject of separate DIAs as part of the business planning process.

## Risk Management

- 5.7 No additional risks have been identified.

## **6. Consultees**

- 6.1 The Board Director Finance, Revenues, Benefits and Property (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

## **7. Background Papers**

- 7.1 None

## **8. Appendices**

- 8.1 There are no appendices.

## **9. Key Decision/Decision in Forward Plan**

- 9.1 This is a not a Key Decision as it is a matter for determination by the Council.