

Adoption of the Corporate Strategy 2012

Full Council

Date: 8th November 2012

Author: Board Director Commissioning

Wards: All Wards

Locality Affected: All localities

Parishes Affected: All parishes

1. Purpose and Reasons

- 1.1 This report presents the Council's Corporate Strategy for consideration and adoption by full Council.
- 1.2 The Corporate Strategy, which is attached at Appendix One, has been approved by Cabinet in two parts. Part One gained approval on 11th July 2012; Part Two was approved on 17th October 2012.

2. Recommendations

The Council is recommended to:

- 2.1 Adopt the document in Appendix 1 as the Council's Corporate Strategy for the period up to and including 2015.
- 2.2 Authorise the Board Director Commissioning in consultation with the leaders of the political groups, to make minor changes to the content and presentation of the Corporate Strategy (if required) prior to publication.
- 2.3 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 The Corporate Strategy is critical to the Council's success because it translates One Swindon, Stronger Together and our very challenging and radically changing context into the Council's Priorities for the next three years.
 - 3.2 In doing so our Corporate Strategy clearly states *what* the Council's Priorities are, *why* we've chosen them, *how* we will achieve them, and our *measures* of success. It pays particular attention to the changes we need to make as a Council in order to continue to be successful.
 - 3.3 The Corporate Strategy will help consistently focus the Council's people and resources on addressing the most important challenges and opportunities being faced by the people we serve. It provides a clear sense of purpose and direction against which decisions and plans can be made, implemented and reviewed, and spending reprioritised. Furthermore, it applies to all of the Council's functions
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and responsibilities and sets the expectation that they will be focused in service of the Council's Priorities.

- 3.4 The Corporate Strategy has been developed by Members and officers over the past six months and has been through a number of iterations to reflect the many helpful suggestions made.
- 3.5 As the Council's Corporate Strategy shifts from formulation to implementation and review, a key next step will be to embed it into the commissioning, financial and business plans, other key strategies, and the Council's corporate performance management framework.

4. Alternative Options

- 4.1 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.

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, Strategic Objectives, Plans and Policies

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

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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 The main risks to the Corporate Strategy are
- 5.7.1 The Priorities and Strategies are insufficient to meet the Council's most important challenges
- 5.7.2 The Corporate Strategy is not implemented sufficiently well to realise the Priorities and we do not consistently allocate resources to our Priorities
- 5.7.3 Both these risks continue to be mitigated through a robust process of Corporate Strategy development, implementation and review. This will ensure that Priorities and Strategies are evidence based and that operational feasibility is addressed through close working with Members and officers responsible for resource allocation decisions and implementation of the Strategies.

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 Appendix One – The Corporate Strategy