



CABINET

28 September 2011

REPORT

Subject Heading:

Draft Corporate Strategy 2011-14

Cabinet Member:

Cllr Michael White

CMT Lead:

Cheryl Coppell

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Policy context:

The Corporate Strategy sets out the overarching performance management framework for the Council over the next three years

Financial summary:

The Corporate Strategy outlines the strategic activities which the Council will deliver within the context of its budget.

Is this a Key Decision?

No

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

An annual report will be produced after the end of each financial year detailing how the council has performed against the delivery of Corporate Strategy. The Strategy itself will be re-freshed every Autumn, in time for the start of the service planning process each year.

Reviewing OSC:

Value

The subject matter of this report deals with the following Council Objectives

Clean, safe and green borough	[X]
Excellence in education and learning	[X]
Opportunities for all through economic, social and cultural activity	[X]
Value and enhance the life of every individual	[X]
High customer satisfaction and a stable council tax	[X]

SUMMARY

The attached draft Corporate Strategy 2011-14 and the accompanying summary 'Plan on a Page' sets out the Council's corporate performance management framework. The Living Ambition vision statement, which was last agreed in 2008, has been re-freshed to take into account the changes in national policy and the financial climate since then.

The five Living Ambition Goals remain the same, and we have developed robust strategic objectives under each of these. The strategy identifies the key actions that will be delivered by the Council over the next 3 years and the measures that we will use to determine our success. Together, these form the golden thread of our new corporate performance management framework.

RECOMMENDATIONS

Members are asked to note the report and approve its ratification.

REPORT DETAIL

The text of the draft Corporate Strategy is attached along with a single page summary version.

REASONS AND OPTIONS

Reasons for the decision: Under the Council's constitution (Part 3, s.2.1, a-f), the Corporate Strategy, which sets the policy direction for the Council, must be considered and ratified by the Executive.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

The strategy contains specific reference (page 6) to management of financial resources, and to savings activities to balance the budget over the planning period.

Clearly any plans will be subject to change, as both income streams and financial pressures can alter.

Legal implications and risks:

Under the Council's constitution (Part 3, s.2.1, a-f), the Corporate Strategy, which sets the policy direction for the Council, must be considered and ratified by the Executive.

Whilst the Corporate Strategy is not a statutory requirement, it is considered best practice to have in place an organisational plan that clearly sets out the council's strategic priorities and objectives, in the context of its budget, and how it intends to measure good performance, in one place. This then provides a strategic framework for managing performance throughout the organisation.

Human Resources implications and risks:

There are no specific Human Resources implications. The Corporate Strategy will provide the framework within which staff and service performance will be managed.

Equalities implications and risks:

Each of the projects identified in the Corporate Strategy that have an impact on customers or levels of service provision will undergo equality impact assessment to ensure the Council maintains its statutory obligations under the Equality Act 2010.

The Strategy sets out the Council's determination to target services at vulnerable residents who are most in need of our support, ensuring that we continue to do all that we can to reduce inequality in Havering.

BACKGROUND PAPERS

None