

Report of the Director of City Strategy

## **City Strategy Directorate Plan 2009/10 – 2011/12**

### **Summary**

1. This report asks the Executive Member to approve the City Strategy Directorate Plan for 2009/10 – 2011/12. The document outlines a set of priorities for City Strategy, and for each priority sets out a small number of key actions and performance indicators.

### **Background**

2. The Council's strategic planning framework is structured to produce a 'Golden Thread' running from individual appraisals, through Team Work plans, Service Plans, Directorate Plans, Directorate Vision to the Corporate Strategy (currently being refreshed) and ultimately linked into the Sustainable Community Strategy, which covers the City as a whole.
3. City Strategy Management Team and Group Management Teams have worked together to produce this plan. It is not intended to be a comprehensive guide to the department and its work, the aim being that most issues of detail will be contained within Service Plans. Its focus is to give an overview of the department and the challenges that it faces and to demonstrate the contribution that the department is making to the corporate strategy.
4. Recently the Directorate has undergone some changes, several services have transferred in and out of the Directorate as part of the Corporate Restructure, these changes are reflected within the Directorate Plan
5. Also included are the Key Performance Indicators. Because of the timing of this meeting these indicators will require amendment as soon as it is possible to complete a 2008/09 outturn column and 2009/10 targets.

## **Purpose of Directorate Plan**

6. The purpose of this Directorate Plan is to:
  - communicate a common direction for City Strategy.
  - set out the directorate priorities for the medium term (1-3) years.
  - demonstrate how we will contribute to the shared vision of the authority.
7. Shared ownership and responsibility for these priorities will help to make things happen.
8. The Directorate Plan will help us to:
  - build a common identity across the directorate;
  - share understanding of the common issues and goals of the directorate;
  - create a climate where we can take shared ownership and responsibility for collective challenges;
  - share skills, experiences and perspectives to build a more effective directorate;
  - create a platform to involve everyone across the directorate;
  - deliver our goals in achieving excellent services.
9. Together the directorate vision, plan and service plans will set out the key things we are aiming to achieve, the key challenges we face and the key measures, targets and actions to be delivered. This will lead onto performance management and monitoring at an appropriate level.

## **Consultation**

10. Consultation in preparation of the plan was limited to senior officers in the directorate. The corporate strategy, service plans, policy prospectus, staff survey, customer satisfaction surveys were also used in developing the proposal.

## **Options and Analysis**

11. The Directorate Plan is attached for approval so there are no formal options to consider.

## **Corporate Priorities**

12. This report relates to the Council's Corporate Priorities and Values and contains specific links that strengthen and clarify how the City Strategy Directorate will support the delivery of it.

## **Implications**

13. There are no specific Financial, HR, Legal, Equalities, Crime & Disorder or Property implications associated with this report.

## Risk Management

14. As part of the planning process, Senior Managers within the Directorate undertook a review of directorate level risk, with the support of the corporate risk management team. Major risks were a key part of the planning process. Risk issues for the Directorate are contained within the attached Directorate Plan

## Recommendations

15. That the Advisory Panel advise the Executive Member to approve the City Strategy Directorate Plan 2009/10 – 2011/12.

**Reason:** To provide strategic direction for the Directorate and to act as a consolidated reference point for Service Managers and to put in place an important element in improving the directorate's performance management and monitoring arrangements.

## Contact Details

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**Chief Officer Responsible for the report:**

Bill Woolley  
Director of City Strategy

**Report**

**Approved**



**Date**

12<sup>th</sup> January 2009

**Specialist Implications Officer(s)** None

**Wards Affected:** *List wards or tick box to indicate all*

**All**

All

**For further information please contact the author of the report**

**Background Papers:**

City Strategy Service Plans – EMAP March 2008  
City Strategy Directorate Plan – EMAP June 2008

**Annexes**

Annex 1 – City Strategy Directorate Plan 2009/10 – 2011/12