

Report of the Director of City Strategy

City Strategy Directorate Plan 2008/09 – 2010/11

Summary

1. This report asks the Executive Member to approve the City Strategy Directorate Plan for 2008/09 – 2010/11. 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 Workplans, through Service Plans, through Directorate Plans to the Corporate Strategy (recently refreshed) and ultimately linked into the Sustainable Community Strategy, which covers the City as a whole.
3. When this framework was agreed about 7 years ago, the only optional element was the Directorate Plan. This was optional because of capacity issues in directorates, different directorates facing differing government demands for other strategic plans that were not structured around directorates (Children's and Young People's plans for example) and because there was not universal commitment to the idea amongst directors at the time.
4. The Comprehensive Performance Assessment process clearly emphasis's the value of the 'Golden Thread' and the new Chief Executive has requested that every directorate complete a Directorate Plan by March 2008.
5. 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.

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. The plan will provide less detail on 2009/10 and 2010/11 – we expect to revise and update it annually and it will be a key part in a more structured (but flexible and appropriate) approach to the directorate's planning and performance management framework. Together the directorate 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. EMAP will performance monitor the directorate plan through the quarterly timetable that matches the corporate cycle..

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 approved the City Strategy Directorate Plan.

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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**Report
Approved**



Date

15th May 2008

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 08

Annexes

Annex 1 – City Strategy Directorate Plan 2008/09 – 2010/11