

Recommendation	Priority	Responsibility	Comments	Date	Progress to January 08
<p><b>R1</b> Clarify responsibilities for the delivery of the new corporate strategy including the championing arrangements and build this into personal targets to drive and embed the required actions. The expected benefits of this recommendation are:</p> <ul style="list-style-type: none"> <li>• Clearer accountability for delivery of the revised priorities, the new imperatives and progress against the direction statements</li> </ul> <p><b>The implementation of this recommendation will have high impact with low costs</b></p>	High	<p>Chief Exec Lead</p> <p>Policy &amp; Improvement team deliverer</p>	<p>CMT (15<sup>th</sup> August) agreed an overall framework for embedding the corporate strategy, including building in links to Chief Officer appraisals. The overall CS will be owned by CMT and the Executive, and individual parts of it owned by the OEP board, Champions and/or Project Boards. Detailed time-lines for this will be considered/approved by CMT in early September.</p> <p>Revised championing arrangements will be finalised during the early part of September, alongside updating of all DIPs to reflect year 2 and year 3 actions, and identify high level measures for each priority. Monitoring of these actions and/or the measures will form part of Director/Chief Officer appraisals and will in turn be cascaded into those of relevant officers . These monitoring arrangements will also be at the heart of future corporate performance monitoring arrangements (starting with EMAPs in November and the joint CMT/executive monitor 2 session in December)</p>	<p>Sept 2007</p> <p>Dec 2007</p>	<p>Clear arrangements for ownership and responsibilities approved.</p> <p>DIPs for each priority for improvement refreshed and signed-off. Each identifying a small number of key measures by which to monitor progress with these incorporated into chief officer appraisals.</p> <p>CMT have recently considered proposals for improving corporate performance management arrangements, including more timely reporting of strategic information than presently at corporate monitor sessions.</p>

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<p><b>R2</b> <i>Revise the performance management arrangements by:</i></p> <ul style="list-style-type: none"> <li>integrating targets for all priorities, values and imperatives. This should also include annual tracking of the direction of travel of the Council against its own direction statements; and</li> <li>strengthening the service planning framework and guidance to include improved measures and target setting.</li> </ul> <p><i>The expected benefits of this recommendation are:</i></p> <ul style="list-style-type: none"> <li>Clearer understanding of what outcomes are expected; and</li> <li>improved focus and reporting of progress against targeted outcomes</li> </ul> <p><i>The implementation of this recommendation will have high impact with low costs.</i></p>	high	<p>Director of People &amp; Improvement lead</p> <p>Policy &amp; Improvement team deliverer</p>	<p>We are committed to ensuring that the corporate strategy is at the heart of our corporate performance management framework. Work is nearly complete to refine our indicator set so that we have a small number of key measures for each of the existing priorities. These will focus around the outcome we are hoping to achieve and will be clearer about how we quantify success. More extensive work is required on the changed/new priorities, but this should be completed quickly once revised championing arrangements have been finalised. We will also identify a series of milestone events to track/report on performance on the corporate imperatives.</p> <p>Improvement targets will be set for each of the priorities. These targets, and target setting guidance to be included as part of service planning guidance, will be developed in a way which is complementary to the ongoing work with CMT on improving the Council's overall performance management arrangements. Progress against these targets and milestones will be tracked at an officer level as part of the CMT, OEP board and All Champions mechanisms; and at member level through Executive and EMAP reporting. (see 2<sup>nd</sup> point on R1)</p> <p>A baseline position in relation to each of the 7 direction statements will be established as soon as possible (and by end October at the latest). "Direction of Travel" statements will be drawn up annually for each of the direction statements which will be integrated into the corporate performance framework. It is envisaged that these will form a key part of the Joint CMT/Executive year end monitor session and year-end reporting processes.</p>	<p>Oct 2007</p> <p>Dec 2007</p> <p>End Oct</p>	<p>Key measures to support priorities for improvement have been identified. Their systematic monitoring at a corporate level is being progressed with plans to provide CMT with a monthly dashboard of strategic data. Ongoing improvement targets for these measures will be agreed by March 2008.</p> <p>We have established a baseline position in respect of our Direction Statements. Further evidence and 'direction of travel' statements to be developed by March 2008.</p>

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<p><b>R3</b> <i>Develop and embed decision-making and reporting mechanisms to ensure that the corporate strategy drives the actions of the Council. The expected benefits of this recommendation are:</i></p> <ul style="list-style-type: none"> <li>Increased focus on the things that matter most to the Council, its users and key partners</li> </ul> <p><b>The implementation of this recommendation will have high impact with low costs.</b></p>	High	<p>Chief Exec Lead</p> <p>Head of Legal, Democratic &amp; Civic deliverer</p>	<p>We recognise that the success of the corporate strategy depends entirely on it influencing action on the ground. The process of developing the refreshed corporate strategy has had significant involvement of senior officers (CMT, CLG, OEP board, All Champions) and of members (group leaders, Executive, Shadow Executive), so good foundations are in place, but we recognised that much more work will be required. We will therefore be taking a number of steps to ensure that this is the case. These will include:</p> <ul style="list-style-type: none"> <li>Taking steps to ensure that the focus of the Council's corporate agenda (e.g. CMT, executive) is on delivery of the corporate strategy.</li> <li>Ensuring that the direction statements are embedded in all core processes (performance management, decision making, service planning, resources allocation), so that they start to influence the key decisions made by the Council</li> </ul> <p>Updating the Council's decision making and reporting writing protocols to specifically link to the Corporate Strategy</p>	Immediate and then ongoing	<p>Work is ongoing to ensure CMT have dedicated support in the shaping of agendas and to ensure that forward plans are appropriately and primarily focused on the Corporate Strategy</p> <p>Direction statements have been embedded into core processes associated with performance, decision-making, service-planning and resource allocation with the development of an annual scorecard, embedding within arrangements to support the 2008/09 budget and in the development of the strategic compass.</p> <p>Decision-making and report writing protocols and templates have been updated also to reflect the new elements of the refreshed Corporate Strategy.</p>

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<p><b>R4</b> <i>Develop medium term, internal and external communication strategies in tandem to communicate the corporate strategy refresh effectively. The expected benefits of this recommendation are:</i></p> <ul style="list-style-type: none"> <li>• A clear articulation of the various components of the corporate strategy and how the key messages from these will be plainly communicated to appropriate internal and external audiences;</li> <li>• Staff and partners will gain a better understanding of what the Council is trying to achieve and how their role contributes to this; and</li> <li>• Better contribution to delivering desired outcomes for residents and users.</li> </ul> <p><b><i>The implementation of this recommendation will have high impact with low costs</i></b></p>	High	<p>Director of People &amp; Improvement lead</p> <p>Head of Marketing &amp; Comms lead</p>	<p>We acknowledge the importance of ensuring that our refreshed Corporate Strategy is widely understood and owned throughout the council and the city. We also recognise the need to ensure that it is communicated more widely than previously and that the engagement of the public and partners are important to the strategy's success.</p> <p>We are presently developing a communication strategy which will work to fulfil these requirements and which better tailor its messages according to each stakeholder group, making the Corporate Strategy's components real, applicable and linked to the day to day business.</p> <p>We will stress the central and unchanging elements of much of the refreshed strategy and the continued relevance of our priorities. It will also articulate the new elements which have been added and demonstrate their importance to providing overall strategic direction. These elements will also have significant implications for our city partners and accordingly these need to be drawn out for this audience and links to the Community Strategy made more explicit.</p>	<p>Sept</p> <p>mid Oct/ Ongoing</p>	<p>There have been strong examples recently of improved communication work related to the Corporate Strategy. This has included the engagement of partners and stakeholders and via directorate owned communication plans intended to improve corporate ownership and understanding of the council's long term direction.</p> <p>Whilst much of this is still tactical, evidence suggests it is reaching to right audience and is proving effective. It also goes to inform the development of a wider communication strategy for the authority.</p>