

| | |
|---|--|
| Report to : | EXECUTIVE CABINET |
| Date : | 13 February 2019 |
| Executive Member/Reporting Officers: | Councillor Brenda Warrington – Executive Leader Sarah Dobson – Assistant Director Policy, Performance and Communications |
| Subject : | CORPORATE PLAN |
| Report Summary : | The report sets out the proposed organisational Corporate Plan 2019-2026. |
| Recommendations : | The final version of the Tameside and Glossop. Our People, Our Place, Our Plan be approved for formal adoption by Cabinet. |
| Links to Corporate Plan : | This report proposes to replace the current Corporate Plan with a new Plan for 2019-2026. |
| Policy Implications : | The Corporate Plan is Tameside & Glossop Strategic Commission's (Council and CCG) key underpinning policy document and sets the framework for all policy and strategy documentation. |
| Financial Implications : (Authorised by the Section 151 Officer) | There are no direct financial implications arising from this report, however the multi-disciplinary team approach to the corporate plan should support ethos and delivery of the Medium Term Financial Strategy. |
| Legal Implications : (Authorised by the Borough Solicitor) | The Corporate Plan outlines the strategic direction of the Tameside & Glossop Strategic Commission's (Council and CCG) or the next seven years. There needs to be some clear understanding going forward of the governance of the 'Starting Well' Strategic Board and how this fits with the Council and CCG formal legal governance as it will have no decision making powers unless delegated by Council and the CCG Governing Body. |
| Risk Management : | This report fulfils the commitment for the delivery of the Corporate Plan to be monitored on a regular basis by Board. |
| Access to Information : | The background papers relating to this report can be inspected by contacting the report writer Jody Smith:  Telephone: 0161 342 3170  e-mail: jody.smith@tameside.gov.uk |

1.0 PURPOSE OF REPORT

- 1.1 This report provides an update on the development of the Tameside and Glossop Corporate Plan, the high level objectives contained within and the framework and system architecture proposed to enable and assess effective delivery

2.0 TAMESIDE AND GLOSSOP CORPORATE PLAN PROPOSALS

- 2.1 Attached at **appendix one** is a proposed Corporate Plan. The Plan covers a seven year time frame (2019- 2026) and sets out the aspirations we have to deliver improved outcomes for our community. The Plan is set out across the life course and reflects the importance of a vibrant place and economy in delivering our aspirations. The Plan contains a series of statements about our vision for the people and place of Tameside and Glossop. The document also sets out a series of reform principles which underpin the delivery of the strategy and will enable our workforce and stakeholders to understand the way in which we will work. The high level outcomes set out in the plan are subject to further refinement through implementation groups and Boards.

- 2.2 The Plan is underpinned by the Greater Manchester Public Reform Principles as set out below. These principles set out the way in which we will operate now, and in the future to deliver the plan and improve outcomes for our residents and communities.

- A new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. Do with, not to.
- An asset based approach that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.
- Behaviour change in our communities that builds independence and supports residents to be in control
- A place based approach that redefines services and places individuals, families, communities at the heart
- A stronger prioritisation of well-being, prevention and early intervention
- An evidence led understanding of risk and impact to ensure the right intervention at the right time
- An approach that supports the development of new investment and resourcing models, enabling collaboration with a wide range of organisations.

3.0 SYSTEM ARCHITECTURE

- 3.1 It is proposed that this high level vision will be supported by detailed implementation plan grouped into:

- Starting Well
- Living Well
- Vibrant Economy
- Great Place
- Ageing Well

- 3.2 Each of these strands will be directed and supported by a Board and a separate implementation group. Set out below is an example of how this will work, worked through for the 'Starting well' strand of the Corporate Plan.

Starting Well will have two tiers to provide both strategic direction and assurance on delivery.

- 'Starting Well' Strategic Board

- Chair: Executive Member for Children's Services (Cllr Oliver Ryan)
- Frequency: Quarterly
- Administration: Democratic Services

- 'Starting Well' Implementation Group

- Chair: Director of Children's Services (Richard Hancock)
- Frequency: Monthly
- Administration: Children's Services

3.3 A key role for the 'Starting Well' Implementation Group will be to Plan for the 'Starting Well' Strategic Board to ensure smooth flow of business and continuity of direction.

3.4 The proposed membership of the 'Starting Well' Implementation Group is:

- Director of Children's Services (Chair)
- Public Health
- Children's Social Care
- Children's Health
- Education
- Safeguarding and Quality
- Project Manager
- Substance Misuse
- Mental Health

3.5 After an initial set up and bedding in period the membership of both meetings will quickly move from Strategic Commission only to multi-agency developing a partnership wide plan and architecture for delivery.

4.0 DELIVERY

4.1 The Corporate Plan delivery programme and infrastructure will focus on transformation and service redesign but not Business As Usual (or 'doing the basics better')

4.2 The approach will be underpinned by the public service reform principles – and should work towards having an overarching 'Public Service Reform Board' (which may ultimately subsume other boards e.g. the Health and Wellbeing Board)

4.3 A Squad Working approach will be used as one of the delivery mechanisms for the Corporate Plan. Squad working is a methodology which allows flexible, responsive and rapid activity to take place to address issues and develop new ways of working.

5.0 REPORTING ON PROGRESS

5.1 An annual report setting out progress and refining the detail of delivery plan will be produced, aligned to the budget setting process.

5.2 The Corporate Plan high level scorecard will be reported to Board, Cabinet and Strategic Commissioning Board on a quarterly basis. An initial populated draft is attached at **Appendix 3**. This will be further refined and developed as each of the implementation groups and Boards are established and agree and refine the focus of activity.

5.3 Supporting 'Grip' indicators which monitor the effectiveness of supporting activity and business as usual, critical to delivery but not the focus on the outcomes scorecard, will be reported to Board and SCB as appropriate. Exceptions causing significant concerns will be reported on an exception basis.

6.0 ENGAGEMENT

- 6.1 It is proposed that this high level document will form the basis of a conversation with the public about how we deliver on this plan. This will link into the Budget Conversation and will primarily be delivered through the Partnership Engagement Network. The first event is planned for 4 February 2019.

7.0 RECOMMENDATIONS

- 7.1 As set out on the front of the report.