

## Partnership Development Strategy

### 1. PURPOSE AND RECOMMENDATIONS

<b>Purpose of Report:</b>	To secure endorsement for the 2014-2018 Partnership Development Strategy
<b>Recommendations:</b>	<b>It is RECOMMENDED that:</b> the 2014-2018 Partnership Development Strategy, be approved
<b>Lead Member:</b>	Councillor P Bennett – Lead Member for Performance
<b>Wards:</b>	None
<b>Contact Officer:</b>	Matti Raudsepp – Head of Organisational Development

### 2. BACKGROUND

- 2.1. In 2012 the Partnership produced its Partnership Plan and Operating Model. The document was designed to describe the direction the organisation needed to take in order to meet its corporate objectives in the context of the significant challenges facing local government at that time. The presumption was that doing things the way we had always done them was not going to be enough, and that the partnership offered the two councils the opportunity to think differently about how they organise their resources and how they can work more efficiently in the future.
- 2.2. Both Christchurch and East Dorset councils noted the plan, and it has been the basis of our work around change since 2012. Nevertheless two years on it is considered that we should review the document and revisit our assumptions to ensure the things we are doing are still as relevant as they were when the plan was produced.

### 3. PARTNERSHIP DEVELOPMENT STRATEGY

- 3.1. In revising the Partnership Plan, initial consideration was given to its purpose and it was decided that rather than providing the detail that one might expect from a plan, the document is designed to be a more visionary and strategic piece of work. In many cases the outcomes it describes are about providing direction, around which work will be developed and formal approvals sought. In this sense it was decided that the revised document should be called the Partnership Development Strategy as that better describes its real role and purpose.
- 3.2. The Strategy (see Appendix 1) is an evolution of the earlier document and therefore does not propose moving us too far from our original path. However it creates a clearer vision for how the organisation will work in the future, and this is as follows:
  - Customer focused
  - Financially sustainable and secure

- Agile and resilient
- Delivering services in partnership
- Innovative and commercially minded
- Modern and flexible in our working practices
- Recognised for our ambition and achievement

3.3. The organisational vision allows our staff and stakeholders to better understand the direction we are taking and to understand what it will be like when we get there. That is not say we haven't already made progress in a number of areas, we have certainly created a more secure financial position for the two councils in the last few years by doing the things we have done, and we are committed to working in partnership where it makes sense to do so. There is however more to do and we must maintain the momentum we have generated. Our vision is designed to provide the clarity the organisation needs to continue the journey we are on.

#### 4. THE TRANSFORMATION PROGRAMME

4.1. With clarity over how the organisation will operate in the future it is necessary to design and manage our programmes of change around delivering our vision. To achieve this we have identified four change themes.

- New Ways of Working
- Improving Services and Maximising Efficiency
- Strengthening Local Democracy
- Developing Partnerships

4.2. The following graphic shows how these themes are underpinned by a range of project activity.



4.3. The projects referred to above are expected to contribute to the delivery of a range of outcomes identified in the Strategy, and which will in turn ensure we deliver against our vision.

## **5. CONSULTATION**

- 5.1. The draft 2014-2018 Partnership Development Strategy has been discussed with lead members at the Partnership Board and the Partnership Development Forum. Input from those discussions has helped shape the final draft document. Furthermore, member briefings were held on 13 & 14 August 2014 to engage members across both councils.

## **6. MONITORING**

- 6.1. The monitoring of project and programme performance will take place through Corporate Team, acting as the programme board. Additional reporting on progress against identified outcomes referred to in the strategy will take place through the lead members for Performance, and as required through the Scrutiny process.

## **7. IMPLICATIONS**

### **Corporate Plan & Council Objectives**

- 7.1. The Partnership Development Strategy aims to deliver the capacity necessary to fulfil the objectives in the Partnership's joint Corporate Plan.

### **Legal**

- 7.2. There are no legal implications arising from this report.

### **Environmental**

- 7.3. There are no environmental implications arising from this report.

### **Financial and Risk**

- 7.4. Financial implications arising from outcomes and projects referred to in this report will be subject to the necessary reporting and budgetary decision making processes that exist.

### **Equalities**

- 7.5. Projects and other change initiatives are subject to the normal requirements to consider their impact on protected characteristics and equalities legislation more generally. There are no equalities implications that arise directly from this report.

## **8. CONCLUSION**

- 8.1. The partnership has made significant progress in its development over recent years and the earlier Partnership Plan and Operating Model provided essential direction in terms of how the organisations needed to change. The 2014-2018 Partnership Development Strategy builds on that progress and the momentum it generated, and ensures we remain focused on what we need to achieve and when.
- 8.2. The partnership can gain confidence from the progress it has made over its first 3 years, and it is certainly in a stronger position as a result. The challenges remain however, and it is vital that we continue to evolve in order to maintain public services and meet the needs of those who rely upon our services and the leadership that the partnership can provide. The Partnership

Development Strategy ensures that we have the direction and clarity we need to fulfil those expectations.

**Background Papers:**

Partnership Plan and Operating Model 2012

**Appendices:**

Appendix 1, 2014-2018 Partnership Development Strategy