

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Commissioning Committee
DATE	21 November 2019
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Strategy Framework
REPORT NUMBER	GOV/19/413
DIRECTOR	Martin Murchie
CHIEF OFFICER	Fraser Bell
REPORT AUTHOR	David Leslie
TERMS OF REFERENCE	Purpose 6 and Remit 4.3

1. PURPOSE OF REPORT

- 1.1 The report seeks the Committee's agreement to commission and recommission strategies as part of the strategy framework.

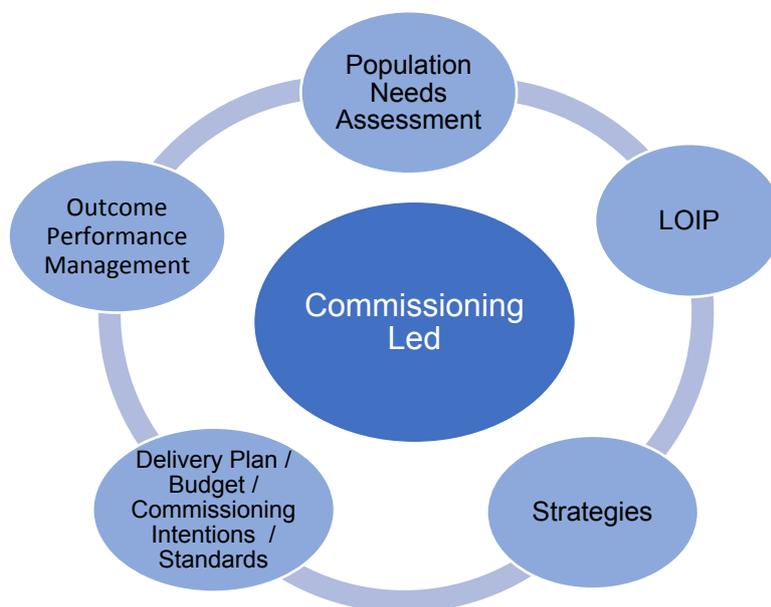
2. RECOMMENDATION

That the Committee:

- 2.1 Approves the commissioning and recommissioning of strategies as outlined in section 4.2 of the report.

3. BACKGROUND

- 3.1 The Strategic Commissioning Committee approved a report on 20 November 2018 which explained the various stages of a commissioning approach. On 29 August 2019 the Committee noted the progress of the development and implementation of the commissioning approach reflected below:



- 3.2 This model recognises that the Local Outcome Improvement Plan (LOIP) is informed by horizon scanning techniques and tools. This includes the population needs assessment. The LOIP's outcomes inform the content of Council's strategies. These strategies aim to set out the Council's contribution to the delivery of LOIP outcomes. The Council's annual commissioning intentions, as set out in the annual Council Delivery Plan, are then developed against the Council's strategies. This ensures that the Council's resources are strategically allocated to those activities which will contribute to the delivery of the LOIP. This process is supported by a performance management framework to oversee the delivery of the outcomes.
- 3.3 Given the fundamental role that strategies play in the commissioning approach, it is essential that the Council has clarity on what strategies it has and has assurance that each strategy is sufficiently aligned to the LOIP.
- 3.4 At the meeting of the Strategic Commissioning Committee on 29 August 2019, the Chief Officer – Governance was instructed to:
- (i) Review all existing approved strategies (including IJB) and establishing whether they are sufficiently aligned to the LOIP; and
 - (ii) Bring proposals for decommissioning and recommissioning of strategies.

4. STRATEGY FRAMEWORK

- 4.1 The Council's current strategies were identified from a range of strategic planning documents. These existing strategies are set out in Appendix 1 (shaded purple). These strategies were reviewed, and the following options were considered:
- Commission a strategy to address an apparent gap within the strategy framework; and
 - Recommission a strategy to comply with an updated strategy template and/or to take advantage of consolidation opportunities.
- 4.2 The table below sets out the recommendations against the identified strategies to take account of the review set out above. Where strategies are sub-bulleted, it is proposed that these existing strategies are incorporated, as appropriate, within the commissioned/recommissioned strategy under which it sits in the table. For example, the Homelessness Strategy would be incorporated into the Local Housing Strategy. This will help to ensure that the Council has a set of coherent and consistent strategies that are aligned to the LOIP and to each other.

Commissioned	Recommissioned
<ul style="list-style-type: none"> • Estates and Asset Strategy <ul style="list-style-type: none"> ◦ School Estate Strategy ◦ Alternative Strategy for Council Owned Buildings • Medium Term Financial Strategy • Customer, Digital and Data Strategy <ul style="list-style-type: none"> ◦ Being Digital Strategy ◦ Information and Data Strategy ◦ Accessibility Strategy ◦ Tenant Participation Strategy ◦ ACC Strategy for Parental Involvement • Community Learning and Development Strategy 	<ul style="list-style-type: none"> • Local Development Plan • Local Housing Strategy (LHS) <ul style="list-style-type: none"> ◦ Homelessness Strategy ◦ City Centre Living Strategy • Local Transport Strategy • Open Space Strategy <ul style="list-style-type: none"> ◦ Forestry & Woodlands Strategy • City Centre Masterplan • Energy and Climate Change Strategy <ul style="list-style-type: none"> ◦ Hydrogen Strategy ◦ Local Heat and Energy Efficiency Strategy • Waste Strategy • Granite City Food Growing Strategy

4.3 If the proposals set out in section 4.2 are approved, the Council's Strategy Framework would consist of:

- Estates and Assets Strategy
- Medium Term Financial Strategy
- Customer, Digital and Data Strategy
- Community Learning and Development Strategy
- Local Development Plan
- Local Housing Strategy
- Local Transport Strategy
- Open Space Strategy
- City Centre Masterplan
- Energy and Climate Change Strategy
- Waste Strategy
- Granite City Food Growing Strategy

4.4 Appendix 2 sets out what the Council's Strategy Framework would look like on a page should the proposals in section 4.2 be approved. As set out, all Council strategies would be aligned to the LOIP and set out the Council's contribution to the LOIP outcomes. The Council's strategies would be distinguished between 'enabling' strategies and 'place' strategies. Place strategies focus on delivering outcomes for the place of Aberdeen. Enabling strategies are shorter term in nature and are focused on enhancing the capabilities of the Council to support the delivery of the place strategies.

4.5 Appendix 2 also sets out those 'partnership' strategies which the Council has contributed to with other organisations. These partnership strategies are aligned to the LOIP and will also inform the Council's commissioning intentions.

Finally, appendix 2 also provides a note of known Arm's Length External Organisation (ALEO) strategies.

- 4.6 Should the recommendations be approved, officers will commence a programme of work to develop and update the commissioned and recommissioned strategies during the course of 2019 and 2020. This will be done in a manner that takes account of the IJB's strategies, partnership strategies and ALEO strategies to help ensure that all strategies affecting the place are consistent and aligned to one another. Should gaps in the Council's Strategy Framework become apparent during this phase or become apparent from the next iteration of the population needs assessment, proposals will be made to the relevant committee as necessary. Work will also commence on identifying and developing a set of strategic implementation plans to support the delivery of the Council's strategies.

5. FINANCIAL IMPLICATIONS

- 5.1 If the recommendations are approved, the Council will have a clear set of strategies which are aligned to the LOIP. These strategies will inform the Council's annual commissioning intentions. This will help ensure that the Council's budget is allocated against commissioning intentions which are directly linked to clear outcomes, which are themselves informed by tools such as the Population Needs Assessment. The recommendations therefore facilitate the delivery of the commissioning approach approved by the committee previously.

6. LEGAL IMPLICATIONS

- 6.1 There are no direct legal implications arising from the recommendations of this report.

7. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	The strategy framework does not sufficiently support reductions in demand and spend required to respond to budgetary constraints.	L	The design and implementation of the strategy framework will be fully integrated with the Council's budget process and governance model.
Legal	Failure to maintain statutory duties.	L	Statutory duties are part of the strategy framework decision-making process.

Employee	N/A		
Customer	Customer feedback does not sufficiently inform the strategic decision-making process.	L	Customer engagement is a key part of the process in developing the city's outcomes.
Environment	N/A		
Technology	Failure to identify digital opportunities that could inform strategic direction	L	Digitisation and new technologies will be a key consideration within this strategy framework.
Reputational	Services do not deliver expected outcomes identified in the strategies.	L	The strategies, as part of the overall commissioning approach, will be evidence based and outcome focused. Delivery of the outcomes set out in the Council's strategies will be informed by a performance management framework.

8. BACKGROUND PAPERS

None.

9. APPENDICES

Appendix 1 – Existing Strategy Framework
Appendix 2 – Proposed Strategy Framework

10. OUTCOMES

- 10.1 The Strategy Framework will ensure that the Council's strategies are aligned to deliver the outcomes set out in the LOIP.

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous Economy, People & Place	As set out above, the strategy framework will ensure that the Council's strategies are aligned to deliver the LOIP outcomes.
Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The strategy framework will help enhance the focus on the Customer in the way we design services. It will do this by ensuring that the Council's outcomes are designed in a way which takes account of the needs of the population and are developed in such a way that aligns to the Local Outcome Improvement Plan.
Organisational Design	The Council's organisational design will continue to evolve to facilitate the delivery of the Council's commissioning model.
Governance	The strategy framework provides clarity on how the Council's resources would be strategically allocated.
Workforce	A key aspect of developing this approach will be the development and involvement of staff across the workforce.
Process Design	Co-design of future provision and the development of outcome-based specifications will be an important aspect of this new approach.
Technology	The use of digital technology will be central enabler as this approach develops.
Partnerships and Alliances	This strategy framework will help ensure that the Council's strategies take account of existing partnership strategies to which the Council is a signatory. It will also help ensure that the Council's strategies and those of Arm's Length External Organisation strategies (ALEOs) are aligned as appropriate.

11. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment (EHRIA)	N/A
Data Protection Impact Assessment	Not required here but shall be provided to Committees as required along with the LOIP and the Population Needs Assessment.
Duty of Due Regard / Fairer Scotland Duty	N/A

12. REPORT AUTHOR CONTACT DETAILS

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