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**Delivering our Future**

**CSP corporate strategy 2014-16 consultation**

The CSP is in the process of developing our new corporate priorities for the period 2014-16 and the proposed way forward is shown in the attached diagram. CSP Council is keen, before the detailed plans are developed, to undertake a sense check to ensure that these priorities reflect the main areas that we want to be different in four years’ time. This is therefore an invitation to comment.

**Introduction**

The CSP is a successful organisation, with strong member satisfaction, high staff engagement and solid finances. In developing our new strategy we are therefore looking to maintain all that the Society does well, in addition to identifying the areas where we need to improve. This new strategy does not therefore represent a significant change of direction for the Society. Council therefore approached this task as refreshing our existing corporate strategy rather developing a completely new one.

The development of this corporate strategy is being led by the CSP’s Strategy Working Group on behalf of Council. This Group is chaired by the Chair of Council and consists of senior members and staff. Attached also is a diagram showing the the process that they have led the CSP through in order to develop this proposed way forward. A significant review of the external environment was undertaken by Council’s Strategy Working Group, along with seeking the opinions of members, the public and staff. Through all the analysis, the indicators consistently led towards the described strategic objectives for the Society.

**What our new corporate strategy needs to do**

At the outset, Council agreed that the new strategy needed to help the CSP:

* build on our current direction of travel and success
* prioritise and focus our energies - we are an organisation which is currently very stretched
* have fewer targets and measures of success
* encourage ‘joined up’ working across the Society
* recognise and respect our core activities.

These criteria would provide a test for our proposed strategic priorities.

**Explanation of the diagram**

The aim is to summarise the CSP’s proposed new strategy in one diagram and in developing this, we have aimed to:

* give the strategy a dynamic and modern image
* give more prominence to the CSP’s vision and purpose, emphasising the purpose of the objectives as contributing to achieving our vision
* describe the areas where the CSP will be working in depth. That does not mean that other activity will not take place, as the CSP will still be the one place where members get the broad range of support that they most need. It just means that these are the areas where we will be working in depth to make the biggest difference
* distinguish between our delivery (1-3) and enabling (4-5) objectives .

In September, Council took the decision that the CSP’s existing vision and purpose remain relevant today, so these are unchanged from our last corporate strategy.

Whilst there is a need to have clear priorities, critical to the success of the new strategy will be integrating our work on these five objectives. Particularly important will be the integration of strategic objectives 2 and 3.

Equality and diversity and the CSP’s other core values will be threaded throughout the strategy.

A summary of Council’s thinking behind each of the objectives is as follows:

**Strategic Objective 1**

Council wanted to give the CSP’s core services some prominence in the strategy, and to ensure that these services focused on the day-to-day support needs of our members both now and into the future. CSP’s campaigning and influencing role is included as a core service within this objective.

**Strategic Objective 2**

Council was really clear that the ‘product of physiotherapy’ needed an objective to give it prominence within the strategy. This objective seeks to clarify what a future quality physiotherapy service (including the safety aspect) looks like and supporting members to enable practice to be responsive to future developments. The Strategy Working Group talked of the importance of members feeling confident about physiotherapy into the future, particularly given the challenging operating environment that they have been working within over the last few years.

**Strategic Objective 3**

This objective is our newly framed UK wide programme of work, which builds on our existing activity. It is about leading and marketing the profession to create opportunities for physiotherapy and it will therefore target growth in areas in which physiotherapy has the best ‘fit’ in the current climate. It will be important that this programme connects with members, so that they feel able to support and get behind it. It will also be important to connect with the public, patients and patient organisations, to improve their awareness of physiotherapy.

**Strategic objective 4**

Council considered the effective relationship with and engagement of members as being key to the CSP’s future, and the use of innovative and modern communication tools – such as social media - would be important to achieving that. The CSP’s Equality and Diversity Group will be involved in setting a target which will be part of delivering this objective.

**Strategic objective 5**

This objective is about enabling the organisation – staff and members - to work in a united way to deliver the strategy. The CSP needs to continue to be an attractive employer in order to have the best staff, as well as putting emphasis on maintaining good financial health.

**What to do now**

Looking at the attached outline corporate strategy for 2014-16, **please tell us what you most like about our proposed way forward, along with any suggested improvements.** **Please explain each of your comments.** Given the high level nature of this consultation, as a guide, we are not expecting responses to cover more than one side of paper per member committee or staff function. This feedback needs to be sent to Sue Browning on [brownings@csp.org.uk](mailto:brownings@csp.org.uk) **by close of play on Monday 18 February.** Please discuss with Sue the potential for an extended deadline for committees meeting just outside this date.

Please note that one of the main original aims of this strategy was to improve the CSP’s focus and prioritisation and so the Strategy Working Group has been clear on the importance of the Society not having more than five strategic objectives.

**Next steps**

In January/February the Communications Group, the Industrial Relations Committee, the Practice & Development Committee (and Practice & Development main sub-committees), Professional Network Alliances, the Physiotherapy Associates Board and the staff functions/union are all being consulted on the proposed strategic objectives. The degree of consultation proposed is in line with this being a ‘refreshing’ not a ‘rewriting’ exercise.

Following that consultation, the SMT along with the Chair and Vice-Chair, will work up the detailed metrics behind this strategy for consideration by Council’s Strategy Working Group. Their proposed strategy will then be presented to Council at their meeting in March 2013 for consideration and approval.

If you have any questions, please do get in touch with Sue Browning in the New Year.

**Sue Browning**

**Deputy Chief Executive**

**13 December 2012**