



## Joint Overview and Scrutiny Committee

**Report of:** Councillor Matthew Lee  
The Leader of the Council and the Cabinet Member for HR  
and Cultural Services

<b>Report to:</b>	<b>Joint Overview and Scrutiny Committee</b>
<b>Date:</b>	<b>9 April 2018</b>
<b>Subject:</b>	<b>ACEX001 – Corporate Strategy</b>

<b>Decision Proposal:</b>	Council Decision
<b>Relevant Cabinet Member:</b>	Councillor Matthew Lee The Leader of the Council and the Cabinet Member for HR and Cultural Services
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<b>Approved for publication</b>	Councillor Matthew Lee The Leader of the Council and the Cabinet Member for HR and Cultural Services Date: 23 March 2018

### SUMMARY

This paper considers the draft corporate strategy which will run from 2018 to 2025. It details the components of the strategy and the aspirations of the organisation over the next seven years. The paper seeks input from members of the joint overview and scrutiny committee to ensure that the strategy reflects the ambition and opportunity within South Kesteven.

## **RECOMMENDATION**

It is recommended that the joint overview and scrutiny committee consider the content of the corporate strategy and recommend its adoption to Cabinet.

### **1. BACKGROUND TO REPORT;**

#### **Introduction**

- 1.1** The environment in which the local authority operates is changing. There is a clear political vision with boundless ambition which will see investment in the local economy. There is also drive for services to be modernised and become more competitive.
- 1.2** A corporate strategy needs to be able to recognise and respond to the political vision and set out how officers will operate to deliver the required outcomes. The strategy therefore needs some flexibility to be able to shift emphasis, whilst always ensuring that resources are aligned to delivering the outcomes that have been determined by elected members.
- 1.3** The corporate strategy will lead the organisation to be completely financially sustainable and autonomous by 2025. This reflects the reduction in Revenue Support Grant and other funding sources from central government. This ambition will be achieved through growth, agility and the creation of competitive and relevant services.
- 1.4** The future funding for local authorities will be based on their economic success. In simple terms, more houses mean more council tax, more businesses mean more business rates. Both of these provide the critical revenue streams that will fund future service provision. The success of the district is therefore directly linked to the success of the organisation and vice versa.
- 1.5** However, driving additional income alone will not provide the level of sustainability and autonomy that is needed. Services need to become more efficient and effective with a greater ability to predict and react than is currently seen. This will be achieved through ensuring multi-skilled, motivated and rewarded teams who see how they are contributing to the goals of the organisation.
- 1.6** The strategy will see a focus on services being relevant and competitive. There will be a greater emphasis on understanding customer needs and opinion when designing and delivering the services of the future. This will ensure that they are valued by customers, and where appropriate services can be marketed to others.
- 1.7** The components described above are interconnected. When deployed together they will drive the organisation towards its goals. Growth enables revenue; lean and agile services enable effective working practices; relevant and competitive services enable credibility.

## **Foundations of the Strategy**

**1.8** The strategy is built on a series of foundations which will drive future activities and the organisation forward. The key components are:

- Culture shift
- Developing a commercial approach
- Innovation and transformation
- Strategic partnering

**1.9** The strategy will see action plans developed for each of these streams. There will be a managed shift in organisational behaviours to secure the success of the strategy. Work is already underway with the Talent Programme to develop the narrative that will support the new behaviours which are proposed to be:

- Accountability
- Flexibility
- Agility
- Equity
- Networking
- Always learning
- Talent

**1.10** The behaviours will enable the council to develop a commercial approach that will both see new income streams and a reduction in ongoing expenditure. This income can then be invested into improving services.

**1.11** Furthermore, through a programme of innovation and transformation, both the range of services and the way they are delivered will change. Decisions will be driven by evidence. The delivery of outcomes will be supported by partners who will help to drive improvements.

**1.12** The organisation will build on a strong base but recognise that there are new opportunities that will add value to the council and its residents. Working with others will provide the pace and skill needed to deliver the ambitious plans for South Kesteven.

**1.13** The strategy will also see a new performance framework be created. This will measure the progress towards achieving each element of the strategy. There will be more narrative about where the organisation is, why it's there, and where it will get to, rather than simply providing numerical data. The performance framework will be used to raise awareness of, and accountability for performance at all levels within the organisation.

## **2. OTHER OPTIONS CONSIDERED**

**2.1** The development of the corporate strategy has drawn on feedback from the staff survey and a series of culture and morale workshops which were attended by over 200 employees. A range of views and options were therefore considered whilst developing the draft strategy.

### **3. RESOURCE IMPLICATIONS**

- 3.1** The corporate strategy considers how resources will be used in the future. It will be supported by a series of action plans. Resource implications for the action plans will be considered as the plans are developed and the appropriate projects are initiated.

### **4. RISK AND MITIGATION**

- 4.1** Risk has been considered as part of this report and any specific high risks are included in the table below:

<b>Category Risk</b>	<b>Action / Controls</b>
None	

### **5. ISSUES ARISING FROM IMPACT ANALYSIS (EQUALITY, SAFEGUARDING etc.)**

- 5.1** There are no issues relating to equality and diversity or safeguarding resulting from this report. Any issues relating to individual items for consideration will be address as required.

### **6. CRIME AND DISORDER IMPLICATIONS**

- 6.1** There are no crime and disorder implications arising from this report.

### **7. COMMENTS OF FINANCIAL SERVICES**

- 7.1** There may be financial implications arising during the development and implementation of the strategy and these will be given due consideration at the appropriate time.

### **8. COMMENTS OF LEGAL AND DEMOCRATIC SERVICES**

- 8.1** The remit of the Overview and Scrutiny Committee includes giving assistance to the Cabinet in the development of policy. The timeline for the development of a corporate strategy and the decision to be made by Council is set out in the Cabinet's forward plan and the Schedule of Decisions.

### **9. COMMENTS OF OTHER RELEVANT SERVICES**

- 9.10** None

### **10. APPENDICES**

- 10.1** None

### **11. BACKGROUND PAPERS**

<http://www.southkesteven.gov.uk/index.aspx?articleid=8472>