

Report To:	CABINET	Date:	19 OCTOBER 2017
Heading:	STRATEGIC DIRECTION: 2017-22		
Portfolio Holder:	CLLR CHERYL BUTLER – LEADER OF THE COUNCIL		
Ward/s:	ALL		
Key Decision:	YES		
Subject To Call-In:	YES		

Purpose of Report

To consider and adopt the Ashfield District Council-Strategic Direction:2017-22

Recommendation(s)

- 1. To adopt the Ashfield District Council-Strategic Direction: 2017-22**
- 2. To authorise the Director Resources and Business Transformation to make minor formatting changes prior to final production**

Reasons For Recommendation(s)

The Strategic Direction outlines the Council's principles and statements providing a vision and strategic direction of how the Council will function and operate by 2022.

Alternative Options Considered (With Reasons Why Not Adopted)

To not adopt the Strategic Direction: This would not provide a clear statement and strategic direction to help shape the council's Corporate Plan and its key financial, people, commercial, technology and transformational strategies and accompanying delivery plans

Detailed Information

The LGA Peer Challenge Review highlighted that the Council is being effective in developing innovative and creative transformational solutions such as investment in commercialisation, technology and customer services. It also outlined that members and employees have a high level of understanding of their benefits and needs. There was now, however, a need to present a clear indication of what the 'future state' of the Council will look like in regard to its

size, how it delivers services and calling for a fresh set of expectations, skills and competencies among employees i.e. to build a common understanding. The document will be made public via the internet and communicated out via appropriate media channels.

A Strategic Direction: 2017-22 (Appendix) has been developed that provides clarity through a number of principles under key sub headings of how the Council will operate by 2022 involving:

- Size and scope
- Customers
- Finances
- Buildings and assets
- Our People
- Democracy
- Technology

Key principles include

- Retain being an independent sovereign Council
- Likely to be smaller in terms of employee numbers, spending power and to offer fewer services to residents as a result of budget reductions
- Greater influence with external partners
- Greater knowledge of customers and offer a more personalised service
- Aim to be a self-financing Council
- Continue to rationalise and share office space
- Commitment to increasing its number of social housing properties
- Employees will have a public sector ethos, commercial awareness, generating income and creates social value. Employees will be 'digital savvy'.
- Future workforce will be recruited and developed based on our competencies
- Councillors will be effective community leaders
- Significant development and introduction of new technology and systems

The Strategic Direction will provide a clear statement and strategic direction to help shape the Council's Corporate Plan and its key financial, people, commercial, technology and transformational strategies and accompanying delivery plans, including:

- Corporate Plan
- Medium Term Financial Strategy
- People Strategy
- Technology/Digital Transformation Strategy
- Commercial Enterprise Strategy

The Strategic Direction 2017-2022 has been developed by synthesising existing consultation responses, strategies and through workshops with staff and consultation with the Cabinet. In essence it pulls together a number of existing strands of work and current thinking into one document.

Implications

Corporate Plan:

The Corporate Plan will be aligned to and is the main vehicle for delivery of the Strategic Direction principles through its 5 corporate objectives.

Legal:

There are no legal implications.

Finance:

This report is effective from 19/10/2017 and has the following financial implications:

Budget Area	Implication
General Fund – Revenue Budget	None
General Fund – Capital Programme	None
Housing Revenue Account – Revenue Budget	None
Housing Revenue Account – Capital Programme	None

Risk:

Risk	Mitigation
N/A	

Human Resources

The Strategic Direction embraces a direction on developing the public service ethos which will require all employees to be recruited and developed aligned to the Council's competency framework with specific focus on commercial awareness, income generation, creating social value and being 'digital savvy'. The People Strategy & Action Plan will continue to be the conduit to embed and deliver the required development programmes

Equalities

An Equality Impact Screening Assessment has been undertaken
There are no Equality and Diversity Implications

Other Implications:

None

Report Author and Contact Officer

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