



CABINET

Tuesday 4 February 2020

EAST SUFFOLK STRATEGIC PLAN

EXECUTIVE SUMMARY

1. This report sets out the Council's Strategic Plan for the period to 2024
2. Cabinet is asked to review the content of the plan and proposed governance structure and recommend its approval.

Is the report Open or Exempt?	Open
Wards Affected:	All

Cabinet Member:	Councillor Steve Gallant Leader of the Council and Cabinet Member with responsibility for Resources
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Supporting Officers:	Stephen Baker Chief Executive 01394 444378 stephen.baker@eastsoffolk.gov.uk Sandra Lewis Business Solutions Manager 01394 444205 sandra.lewis@eastsoffolk.gov.uk
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1 INTRODUCTION

- 1.1 The Local Government Act 2000 and associated guidance and regulations give the Council responsibility for approving the Budget and Policy Framework.
- 1.2 The Strategic Plan makes up part of the Council's Budget and Policy Framework, contained within Section B Paragraph 3 of the Constitution.
- 1.3 A new Strategic Plan is proposed for East Suffolk Council as part of its formation as a new Council on 1 April 2019, to set out the strategic aims and objectives of the Council for the period 2020 to 2024.

2 THE STRATEGIC PLAN

- 2.1 The proposed Strategic Plan covers five main themes, following on from the robust direction of the previous business plan:
 - Growing our economy
 - Enabling our communities
 - Financial sustainability
 - Digital transformation
 - Our environment
- 2.2 The plan is written as a strategic-level document, showing the aims and objectives of the Council at a high level, to steer both the organisation's decision making and day to day management of services. It has a sub-heading of 'Our Compass' because of this reason, not only because the East Suffolk logo is in fact a compass point, but because it will steer us in the right direction.
- 2.3 All five themes are connected, they are overarching principles for the way in which the authority will work as a whole – rather than being seen in isolation, the plan aims to present the themes and priorities as the ethos under which decisions will be made and the direction the authority will travel over the next four years.
- 2.4 Within each theme, our priorities are identified. These statements guide what is important to us and provide a steer on the areas we will focus on within each theme.
- 2.5 Against each priority, there are points listed to show how we will know if we are delivering to the priority over the coming four years. These points, again at a strategic level, will form the basis of the performance reporting presented to Cabinet, to show at a strategic level whether the authority is moving in the right direction on the areas identified to focus on.
- 2.6 Many services, teams or individuals may contribute to the priorities listed in the plan, this is part of the strategy in that the steer is shown at the top and fed right through the organisation to enable everyone to contribute to many areas of the overall plan.
- 2.7 Being a strategic level document means that the detail, 'how' it will be delivered, sits below the Strategic Plan within action plans from the appropriate Service Areas, and a governance arrangement has been proposed to manage this going forward, detailed below in paragraph 4.
- 2.8 The proposed Strategic Plan can be found at Appendix A to this report – please note that this is presented as content only, the Communications Team will produce the final branded version for publication and approval at Full Council.
- 2.9 Cabinet is asked to review the content of the plan and proposed governance structure with a view to recommending its approval to Full Council.

3 HOW DOES THIS RELATE TO THE EAST SUFFOLK BUSINESS PLAN?

- 3.1 This proposal is for a new Strategic Plan for East Suffolk Council, the existing Business Plan was created in 2015 for the former partnership of Suffolk Coastal and Waveney District Councils and will replace that plan.

4 FINANCIAL AND GOVERNANCE IMPLICATIONS

- 4.1 In order to govern the direction of the authority, using the Strategic Plan as the steering document, a change to the way we work has been proposed.
- 4.2 A Governance Board will report to Cabinet, this board will be responsible for overseeing the delivery of the plan, including strategic risks and performance. The performance reporting framework will feed into this board, with the Strategic Performance Report being the output to Cabinet.
- 4.3 Feeding into the Governance Board are five programmes, based on the five themes. The programme in place for each theme will manage the detailed plans from Service Areas and projects delivering to the priorities of the Strategic Plan. There will be one or more responsible Heads of Service overseeing each programme in consultation with the appropriate Portfolio Holders.
- 4.4 All Service Plans and projects will feed into the five programme themes, with planned workshops to identify how each team contributes to the overall Strategic Plan.
- 4.5 A governance diagram for the delivery of the Strategic Plan is shown at Appendix B.

5 OTHER KEY ISSUES

- 5.1 This report has been prepared having taken into account the results of an Equality Impact Assessment – no negative impact on any of the characteristics protected under the Equality Act 2010 are identified as a result of the new Strategic Plan, the plan aims for inclusion and equality in our workplace and communities.

6 CONSULTATION

- 6.1 The creation of the proposed Strategic Plan has been a collaborative effort. Service Areas and Members have been invited to contribute and play a part in the formation of the plan, using their local knowledge, key data and service delivery experience to form a complete view.
- 6.2 Staff from all service areas were initially consulted during the formation of the new Council in January/February 2019 and again in September 2019 once the Council had been in operation for six months.
- 6.3 In October 2019, a three-day hothouse event was held at BT Adastral Park, with a combined total of 81 attendees made up of Members and staff, including CMT and SMT. Partners were also invited to the event. The truly collaborative atmosphere of the hothouse enabled a fully rounded picture to be formed for the new plan, and it is the output from the hothouse which has created the proposed Strategic Plan as presented with this report.
- 6.4 Evidence and data presented and available at the hothouse included demographic data to inform areas of need within the district and other areas of expertise were also available to inform the work being produced out of the three-day event.

7 OTHER OPTIONS CONSIDERED

- 7.1 The development of the Strategic Plan included a rigorous process of option appraisal, collaboration and consultation in its creation.

8 REASON FOR RECOMMENDATION

- 8.1 Approval of a Strategic Plan is required as part of the Budget and Policy Framework.

RECOMMENDATIONS

That the East Suffolk Strategic Plan be recommended for approval by Full Council.

APPENDICES

Appendix A	East Suffolk Strategic Plan
Appendix B	Governance diagram

BACKGROUND PAPERS

Please note that copies of background papers have not been published on the Council's website www.eastsuffolk.gov.uk but copies of the background papers listed below are available for public inspection free of charge by contacting the relevant Council Department.

Date	Type	Available From
20 Dec 2019	Equality Impact Assessment	sandra.lewis@eastsuffolk.gov.uk

APPENDIX A

Please note; this document is for review of content only. The compass idea will remain, however Comms will be developing the overall style and branding for publication.



We are East Suffolk

We are proud of East Suffolk and we know you are too.

Our aim is to deliver the highest quality of life possible for everyone who lives in, works in and visits East Suffolk. To help us achieve this, we will use this strategic plan as our compass to guide all our decision making,

Within the compass, our five key themes show the direction we will take. All themes are interconnected and complement each other.

GROWING OUR ECONOMY - Let's build a strong sustainable economy for our future; we want our district to achieve its maximum potential, for the good of everyone in the area.

ENABLING OUR COMMUNITIES – Working together, we will enable our communities to identify opportunities and challenges, we will empower them to make a difference; we will support our communities to enhance the places we live and work for the well-being of all.

FINANCIAL SUSTAINABILITY - We will grow and prosper as a council; we will ensure we are well-run; provide value for money and strive for excellence.

DIGITAL TRANSFORMATION - Digital technology can transform the way we work and live; we will use technology to make services efficient and easily accessible to all and assist our communities to embrace and access new technologies.

OUR ENVIRONMENT - We know you are concerned about our environment; we are too, so we will put the environment at the heart of everything we do.

GROWING OUR ECONOMY

DIRECTION: we want our district to achieve its maximum potential, for the good of everyone in the area

OUR PRIORITIES

Build the right environment for East Suffolk

We will maintain and grow a vibrant and sustainable economy, investing in our places and taking an inclusive approach in shaping communities to continue delivering economic growth and regeneration. We will ensure we have the right supply of housing and mix of business space in the right places.

Attract and stimulate inward investment

We will seek to maximise inward investment, encourage business start-ups, support entrepreneurs, stimulate larger commercial investment and encourage industry to address gaps in our market. We will take advantage of opportunities for securing external funding.

Maximise and grow the unique selling points of East Suffolk

We know we have some very special features in East Suffolk – such as our agriculture and energy sectors; our marine/coastal environments; our beautiful natural, built and historic landscape; and internationally significant economic assets. We will use these to our advantage by promoting our district to attract sustainable investment, business growth, tourism and innovation.

Business partnerships

We will develop business partnerships that connect people and places, encouraging established businesses to invest and grow, linking challenges with solutions, promoting skills development and relationships with local schools and colleges for career and apprenticeship opportunities.

Support and deliver infrastructure

We will work with our partners to support and deliver the right infrastructure investment in the district for healthy and sustainable economic growth.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Up to date local plans providing a strategy for growth and place making
- Supply of housing and business infrastructure to enable growth
- Town centre enhancement and regeneration through place-based initiatives

- Growth in inward investment
- Securing external funding

- Employment and business growth in key business sectors
- Growth in innovation incubation centres
- Protection and enhancement of the natural, built and historic environment

- Workforce skills development to support economic growth
- Apprenticeships and opportunities for young people

- Evidence based CIL spend to support the right infrastructure
- Key infrastructure is delivered
- East Suffolk infrastructure projects prominent in regional plans
- Improved accessibility to jobs, training and markets

ENABLING OUR COMMUNITIES

DIRECTION: we will support our communities to enhance the places we live and work for the well-being of all

OUR PRIORITIES

Community Partnerships

We will facilitate community partnerships, to connect people and places at a local level, encourage collective problem solving and ensure a needs-based approach to delivering local solutions to local issues, building upon local assets. We will enable all East Suffolk voices to be heard.

Taking positive action on what matters most

We will use data and community intelligence as the basis for working with communities and partners to do the right things in the right places. This will mean less duplication, shared resources and a better experience for individuals, families and communities. We will take a targeted, place-based approach to tackling deprivation, hidden needs and the challenges of rural areas, helping communities to access the tools to identify and tackle their own needs.

Maximising health, well-being and safety in our District

We will provide the environment and opportunities for everyone to lead healthy, active, fulfilling and safe lives. We will connect people and communities together and help individuals and families to be more resilient, achieve their full potential and age well. We will ensure that our communities are safe, helping communities to address issues as early as possible.

Community pride

We want everyone to be proud of where they live and we will support this by helping communities come together around a shared sense of purpose, responsibility, place, care and respect for each other. We will support places to be culturally rich.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Evidence based local project delivery addresses local priorities
- Successful delivery of Community Partnership projects and budgets
- Additional funding secured for East Suffolk communities
- Positive action reduces deprivation, including rural deprivation, and addresses hidden needs
- Equality of opportunity for individuals and communities
- Shared resources and delivery models with partners
- Community led housing and planning
- Improvement in mental and physical health and wellbeing
- Reduced social isolation and loneliness
- Improved resilience of individuals and families
- Housing needs are addressed
- Public health and safety is protected, including through regulatory services
- Increased involvement, participation and positive action by individuals and communities
- Successful events and activities to celebrate our diverse heritage and cultures

FINANCIAL SUSTAINABILITY

DIRECTION: we will ensure we are well-run; provide value for money and strive for excellence

OUR PRIORITIES

Organisational design and streamlining services

We will ensure our organisation is able to deliver the right services to the right places. This is linked to our digital theme, by regularly reviewing services and adopting evidence-based management, ensuring we are skilled to deliver our priorities in the most cost-effective way with a resilient and flexible workforce.

Making best use of and investing in our assets

Efficient use of our assets is essential. We will maximise and invest in our assets for the benefit of all, to ensure they are financially effective and aligned to our other key themes.

Being commercially astute

We will take opportunities where appropriate to generate and collect income to boost our financial sustainability and invest in services.

Optimising our financial investments and grant opportunities

We will invest to save, maximise the return on the investments we make and make best use of all grants and funding opportunities available to us.

Review service delivery with partners

We will ensure the services we deliver through partnership and outsourcing arrangements are the most cost effective and streamlined way of delivering the service.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Savings generated by redesigning services and processes
- Financial benchmarking against comparators

- Increased financial returns on our assets
- Sustainable asset transfer to communities

- Income collected
- Commercial ventures are performing against targets

- Return on investment
- Grants and funding received

- Major contracts reviewed for cost efficiency
- Services delivered through partners are performing against targets

We are East Suffolk

DIGITAL

DIRECTION: we will use technology to make services efficient and easily accessible to all

OUR PRIORITIES

Digital by default

We have a digital vision for everything we do, without excluding those who cannot access digital technology. We will ensure we have a robust, modern and safe digital environment in which to do business.

Lean and efficient streamlined services

We will make our processes lean and efficient, through a culture of continuous improvement, using digital solutions to optimise the way we work.

Effective use of data

We will be data-led in our decision making and the way we manage services, ensuring we are delivering evidence-based targeted solutions in everything we do.

Skills and training

We will improve the knowledge and skills of our workforce, partners, residents and businesses by investing in the skills we need to realise the full potential of the digital world.

District-wide digital infrastructure

We will champion better connectivity for everyone in the district, eradicating not-spots in broadband and mobile availability to enable staff, residents, businesses and visitors to access digital services when they need them.

HOW WE WILL KNOW IF WE ARE DELIVERING

- The use of up to date technology
- A secure and robust network
- All services are managed digitally

- Efficiencies are generated by service and process reviews
- Customer satisfaction levels
- Demand reduction

- Decisions are backed by robust evidential data
- Services are driven by data
- Projects and campaigns deliver targeted solutions where they matter

- Digitally competent and aware officer and member workforce
- Digitally smart partners
- Digitally enabled residents and businesses

- % broadband and fibre coverage in district
- Full fibre projects are delivered
- Number of smart place initiatives with targeted benefits

OUR ENVIRONMENT

DIRECTION: we will put the environment at the heart of everything we do

OUR PRIORITIES

Lead by example

We have pledged to become a carbon neutral council by 2030, which means we will look for environmental benefit in everything we do – this includes radical changes to our vehicle fleets and mileage usage, council buildings and new build housing stock to ensure they contribute to our carbon neutral aims. We will work with communities to establish opportunities for biodiversity and will promote digital solutions to minimise our carbon footprint.

Minimise waste, reuse materials, increase recycling

We will minimise waste generated throughout the district, encourage the reuse of materials and increase our recycling rates.

Renewable energy

We will explore new ways of encouraging and investing in the use of renewable energy, both in terms of our own consumption as a council and the ways we can offer support to our residents and businesses as part of addressing climate change.

Protection, education and influence

We will use our influence at all levels, our regulatory functions and appropriate enforcement to protect our natural environment including our outstanding coastline. This includes working through our community and business partnerships to achieve environmental gain and establishing a network of environmental champions throughout the district.

HOW WE WILL KNOW IF WE ARE DELIVERING

- Positive direction towards carbon neutral targets
- Increased number of biodiversity sites
- Reduced refuse volumes
- Increased recycling rates
- Renewable energy growth in the district
- Enhancement of renewable energy on our own estate
- Supported and resilient communities and businesses
- National and local policies reflect our environmental concerns
- A cleaner, quieter and healthier environment

We are East Suffolk

APPENDIX B

