



COUNCIL

Wednesday 26 February 2020

EAST SUFFOLK STRATEGIC PLAN

EXECUTIVE SUMMARY

1. This report sets out the development of the Council's Strategic Plan for the four year period to 2024.
2. The Strategic Plan is a strategic-level document to set out the ambitions of the Council, guide decision making and demonstrate the direction of travel for the authority.
3. Both Scrutiny Committee and Cabinet have reviewed the draft plan and associated governance structure and recommend its adoption by full Council.

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

Cabinet Member:	Councillor Steve Gallant Leader of the Council
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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 uses a premise of 'Our Compass' because of this reason, not only because the East Suffolk logo is in fact a compass point, but because it will guide the authority 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, key priorities are identified. These statements guide what is important to the council and provide a steer on the areas which will be focused on within each theme.
- 2.5 Against each priority, there are points listed to show how progress will be measured, to understand the whether the council is delivering to each 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 – the steer is shown at the top and feeds 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.

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 the organisation works has been proposed.
- 4.2 A governing board will be created to monitor delivery of the Strategic Plan, to be known as the Strategic Plan Delivery Board. The Board will report to Cabinet and 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 Board are five programmes, based on the five themes. The programme in place for each theme will manage the detailed delivery and actions – the ‘how’ the Strategic Plan will be delivered. The programme plans will be created from all Service Plans, capturing projects and tasks 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 As such, all Service Plans and activity across the authority 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.
- 6.5 On 23 January 2020, Scrutiny Committee reviewed the draft Strategic Plan, some minor amendments were suggested by the Committee, which have been included in the final draft. Scrutiny Committee recommends to full Council that the Strategic Plan is adopted.
- 6.6 On 4 February 2020, Cabinet reviewed the draft Strategic Plan, a minor amendment was suggested, which has been included in the final draft. Cabinet recommends to full Council

that the Strategic Plan is adopted.

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

1. That the East Suffolk Strategic Plan and associated governance structure be adopted.
2. That delegated authority be given to the Chief Executive, in consultation with the Leader, to make minor amendments to the Strategic Plan.

APPENDICES

Appendix A	East Suffolk Strategic Plan (to follow)
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	

APPENDIX A
(to follow)

APPENDIX B

Community Groups

Town and Parish Councils

CABINET
(performance reporting)

Economic Growth Programme
KEY PRIORITIES DELIVERY

The Environment Programme
KEY PRIORITIES DELIVERY

Strategic Plan
Delivery Board
Leader
Portfolio Holders
SMT

Enabling Communities Programme
KEY PRIORITIES DELIVERY

Financial Sustainability Programme
KEY PRIORITIES DELIVERY

Digital Programme
KEY PRIORITIES DELIVERY

Businesses

Partners