

Report of:	Meeting	Date	Item no.
Cllr Peter Gibson, Leader of the Council and Marianne Hesketh, Service Director Performance and Innovation	Council	1 December 2016	9

Strategic Narrative – Our Vision and Goals

1. Purpose of report

- 1.1 To provide the Council's Strategic Narrative which sets out a clear vision and goals for evolving the way that Wyre Council works.

2. Outcomes

- 2.1 To ensure that the Council develops a culture to keep itself fit for purpose, during a time when local government is subject to rapid change.

3. Recommendation

- 3.1 To note and support the Council's Strategic Narrative.

4. Background

- 4.1 Since the introduction of the new senior management structure in April 2016, the Corporate Management Team and Heads of Service have been working together to develop a Strategic Narrative for the Council. The purpose of the narrative is to develop a culture which will enable the Council to be in a strong position to respond to future challenges.
- 4.2 The Strategic Narrative is a key document that complements the Council's business plan and will ensure that we keep ourselves fit for purpose.
- 4.3 The Overview and Scrutiny Committee discussed the draft Strategic Narrative at their meeting on 7 November 2016, and it was well received.

5. Key issues and proposals

5.1 The Strategic Narrative is attached at Appendix 1 and clearly sets out the Council's vision for the future and three big goals for shifting the way we work in order to achieve this vision. The goals are:-

- An integrated and community-focused service offer
- A flexible and change-ready workforce
- Financial discipline and commercial awareness

5.2 A workshop was held on 29 November 2016, with third tier managers, to share the vision and goals and to engage managers in the development of an action plan. Managers have been asked to cascade the information with their team members to help embed the vision across the organisation.

5.3 Councillor Alan Vincent, Deputy Leader and Resources Portfolio Holder, will be the member champion for the Strategic Narrative and will provide regular updates to Council as part of his Executive Reports.

Financial and legal implications	
Finance	There are no finance implications
Legal	There are no legal implications

Other risks/implications: checklist

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
data protection	x

report author	telephone no.	email	date
Marianne Hesketh	01253 887350	Marianne.hesketh@wyre.gov.uk	03/11/2016

List of background papers:		
name of document	date	where available for inspection

List of appendices

Appendix 1 – Together We Make a Difference – Our Strategic Narrative

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Together we make a difference

Our Strategic Narrative

We are an innovative and ambitious Council that strives to provide excellent customer focused services to the residents, businesses and visitors of Wyre. The next decade promises to be a complex and potentially challenging one for local authorities so it is imperative that we build on our strong foundations and work together to embrace change and to be open to different ways of working.

This plan sets out a clear path for evolving the way that Wyre Council works, and how we keep ourselves fit for purpose, during a time when local government will continue to change rapidly.

Our vision for the Council

Our vision is to be a Collaborative Council that works together with local communities and partners to make a difference and improve the lives of those who live in, work in or visit the Borough.

By 2020 we envisage the Council will be characterised by;

- ✓ **Innovative, entrepreneurial and commercially minded ways of working.** We will upskill our staff to think and act commercially and we will explore innovative delivery options.
- ✓ **The skills and culture to work collaboratively.** We recognise that the most appropriate response to the pressures on the public sector is to work with and through others. We will actively develop the skills that will make us more effective in building strong, trusting and outward-focussed working relationships with other councils, partners and organisations; delivering excellent joined up services for the residents of Wyre.
- ✓ **Highest levels of performance with a culture of responsibility and empowerment.** We will make sure that everyone is clear about the part they play in delivering high impact outcomes. We will invest and develop the skills and culture of individuals and promote team working, allowing teams and team members to have greater flexibility, authority and control. Employees will have the opportunity to gain new skills and experiences through cross-Directorate working.

Achieving our vision

Our plan has **three big goals** for shifting the way the organisation works so that we deliver on our vision for the Council.

An integrated and community-focused service offer – by 2020 our services will be more integrated with partners, designed to enable communities and citizens to do more for themselves and to rely less on direct provision by the Council.

Our approach will include:-

- **Leading and demonstrating a community-focused and collaborative approach to service delivery.** Where it allows us to deliver better services, we will work with our partners to design and deliver services that meet local needs and encourage more community involvement. Where necessary we will make sure that the Council and its partners co-locate their services and ‘operate under the same roof’. We will agree and communicate shared goals with our key partners and set up properly-resourced project teams to deliver ‘collaborative working pilots’, demonstrating the collaborative approach to service delivery.

A flexible and change-ready workforce – by 2020 our colleagues will feel that the Council embraces change and that their knowledge is at the forefront when making changes. Colleagues will feel highly valued, resilient and equipped to deal with the changing local government landscape.

Our approach will include:-

- **Engaging our staff to achieve and sustain the highest levels of performance.** We will clearly set out the strategic direction of the Council by engaging with our staff to share and embed this vision and goals. We will develop a training programme so that staff feel able to embrace innovation in our drive for enhanced service delivery. We will create a culture of responsibility and empowerment; providing support to Heads of Service and Directorate teams and encouraging a high performance culture across the Council. We will actively performance manage the delivery of the Business Plan and service plans.

Financial discipline and commercial awareness – by 2020 we will have implemented new ways to replenish dwindling government funding for local authorities. Our employees will be commercially minded with the ability to spot and maximize commercial opportunities. We will be financially astute delivering quality services, in conjunction with partners, on time and on budget.

Our approach will include:-

- **Maintaining financial discipline.** Our Medium Term Financial Plan and Efficiency Programme will be aligned with our Business Plan to ensure our objectives and priorities are properly resourced and funded appropriately.
- **Bringing commerciality into everyday thinking.** We will bring commerciality into everyday working across the organisation through improved procurement practices, better contract management and a focus on delivering established financial goals.